

State of Hawaii
Department of Human Services
Office of Youth Services

Request for Proposals

RFP Number: HMS 501-16-06

**SAFE HOME GROUP HOME
FOR FEMALES**

Community-Based Residential Program

For Services Projected to Begin

June 1, 2016

Issued on January 25, 2016

Note: *It is the applicant's responsibility to check the public procurement notice website, the request for proposals website, or to contact the RFP point-of-contact identified in the RFP for any addenda issued to this RFP. The State shall not be responsible for any incomplete proposal submitted as a result of missing addenda, attachments or other information regarding the RFP.*

January 25, 2016

REQUEST FOR PROPOSALS

**SAFE HOME GROUP HOME FOR FEMALES
Community-Based Residential Program
RFP No. HMS 501-16-06**

The Department of Human Services, Office of Youth Services (OYS), is requesting proposals from qualified applicants to provide programming to at-risk youth in a safe, temporary, and staff-intensive group home setting. The 24 month contract term will commence on or after June 1, 2016 and may be extended for an additional 24 months, contingent upon program performance and the availability of funds. The contract term will be from June 1, 2016 through May 30, 2018. Funding is subject to availability of funds and budget execution policies.

Proposals shall be mailed, postmarked by the United States Postal Service on or before February 29, 2016, and received no later than 10 days from the submittal deadline. Hand delivered proposals shall be received no later than 4:30 p.m., Hawaii Standard Time (HST), on February 29, 2016, at the drop-off sites designated on the Proposal Mail-in and Delivery Information Sheet. Deliveries by private mail services such as Federal Express (FedEX) and the United Postal Services (UPS) shall be considered hand deliveries. Proposals postmarked or hand delivered after the submittal deadline shall be considered late and rejected. There are no exceptions to this requirement.

The Office of Youth Services will conduct an orientation on Wednesday, February 3, 2016, from 9:00 a.m. to 11:00 a.m. HST, at the Office of Youth Services, Oceanview Building, 707 Richards Street, Suite 525, Honolulu, Hawaii.

All prospective applicants are encouraged to attend the orientation.

The deadline for submission of written questions is 4:30 p.m., HST, on February 10, 2016. All written questions will receive a written response from the State which will be posted as an addendum to the RFP on or about February 17, 2016.

Inquiries regarding this RFP should be directed to the RFP contact person:

Edralyn Caberto
707 Richards Street (Suite 525)
Honolulu, Hawaii 96813
Telephone (808) 587-5725
Fax (808) 587-5734
E-mail: ecaberto2@dhs.hawaii.gov

PROPOSAL MAIL-IN AND DELIVERY INFORMATION SHEET

**NUMBER OF COPIES TO BE SUBMITTED:
ONE (1) ORIGINAL AND TWO (2) COPIES OF THE PROPOSAL ARE REQUIRED**

ALL MAIL-INS SHALL BE POSTMARKED BY THE UNITED STATES POSTAL SERVICE (USPS) NO LATER THAN **February 29, 2016** and received by the state purchasing agency no later than 10 days from the submittal deadline.

All Mail-ins

State of Hawaii
Department of Human
Services
Office of Youth Services
707 Richards Street, Suite 525
Honolulu, Hawaii 96813

OYS RFP COORDINATOR

Edralyn Caberto
For further information or inquiries
Phone: (808) 587-5725
Fax: (808) 587-5734
Email: ecaberto2@dhs.hawaii.gov

ALL HAND DELIVERIES SHALL BE ACCEPTED AT THE FOLLOWING SITES UNTIL
4:30 P.M., Hawaii Standard Time (HST), Monday, February 29, 2016.

**STATE OF HAWAII
DEPARTMENT OF HUMAN SERVICES
OFFICE OF YOUTH SERVICES
707 RICHARDS STREET, SUITE 525
HONOLULU, HAWAII 96813**

BE ADVISED:

Deliveries by private mail services such as FEDEX OR UPS shall be considered hand deliveries. Hand deliveries shall not be accepted if received after 4:30 p.m., Monday, February 29, 2016.

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Section 1

Administrative Overview

Section 1

Administrative Overview

Applicants are encouraged to read each section of the RFP thoroughly. While sections such as the administrative overview may appear similar among RFPs, state purchasing agencies may add additional information as applicable. It is the responsibility of the applicant to understand the requirements of *each* RFP.

1.1 Procurement Timetable

Note that the procurement timetable represents the State's best estimated schedule. If an activity on this schedule is delayed, the rest of the schedule will likely be shifted by the same number of days. Contract start dates may be subject to the issuance of a notice to proceed.

| <u>Activity</u> | <u>Scheduled Date</u> |
|--|-----------------------|
| Public notice announcing Request for Proposals (RFP) | 01/25/2016 |
| Distribution of RFP | 01/25/2016 |
| RFP orientation session | 2/03/2016 |
| Closing date for submission of written questions for written responses | 02/10/2016 |
| State purchasing agency's response to applicants' written questions | 02/17/2016 |
| Discussions with applicant prior to proposal submittal deadline (optional) | |
| Proposal submittal deadline | 2/29/2016 |
| Discussions with applicant after proposal submittal deadline (optional) | |
| Final revised proposals (optional) | |
| Proposal evaluation period | 03/2016 |
| Provider selection | 03/2016 |
| Notice of statement of findings and decision | 03/2016 |
| Contract start date | 06/01/2016 |

1.2 Website Reference

| Item | Website |
|---|---|
| 1 Procurement of Health and Human Services | http://spo.hawaii.gov/for-vendors/vendor-guide/methods-of-procurement/health-human-services/competitive-purchase-of-services-procurement-method/cost-principles-table-hrs-chapter-103f-2/ |
| 2 RFP website | http://hawaii.gov/spo2/health/rfp103f/ |
| 3 Hawaii Revised Statutes (HRS) and Hawaii Administrative Rules (HAR) for Purchases of Health and Human Services | http://spo.hawaii.gov Click on the "References" tab. |
| 4 General Conditions, AG-103F13 | http://hawaii.gov/forms/internal/department-of-the-attorney-general/ag-103f13-1/view |
| 5 Forms | http://spo.hawaii.gov Click on the "Forms" tab. |
| 6 Cost Principles | http://spo.hawaii.gov Search: Keywords "Cost Principles" |
| 7 Protest Forms/Procedures | http://spo.hawaii.gov/for-vendors/vendor-guide/protests-for-health-and-human-services/ |
| 8 Hawaii Compliance Express (HCE) | http://spo.hawaii.gov/hce/ |
| 9 Hawaii Revised Statutes | http://capitol.hawaii.gov/hrscurrent |
| 10 Department of Taxation | http://tax.hawaii.gov |
| 11 Department of Labor and Industrial Relations | http://labor.hawaii.gov |
| 12 Department of Commerce and Consumer Affairs, Business Registration | http://cca.hawaii.gov click "Business Registration" |
| 13 Campaign Spending Commission | http://ags.hawaii.gov/campaign/ |
| 14 Internal Revenue Service | http://www.irs.gov/ |
| (Please note: website addresses may change from time to time. If a State link is not active, try the State of Hawaii website at http://hawaii.gov) | |

1.3 Authority

This RFP is issued under the provisions of the Hawaii Revised Statutes (HRS) Chapter 103F and its administrative rules. All prospective applicants are charged with presumptive knowledge of all requirements of the cited authorities. Submission of a valid executed proposal by any prospective applicant shall constitute admission of such knowledge on the part of such prospective applicant.

1.4 RFP Organization

This RFP is organized into five sections:

Section 1, Administrative Overview: Provides applicants with an overview of the procurement process.

Section 2, Service Specifications: Provides applicants with a general description of the tasks to be performed, delineates provider responsibilities, and defines deliverables (as applicable).

Section 3, Proposal Application Instructions: Describes the required format and content for the proposal application.

Section 4, Proposal Evaluation: Describes how proposals will be evaluated by the state purchasing agency.

Section 5, Attachments: Provides applicants with information and forms necessary to complete the application.

1.5 Contracting Office

The Contracting Office is responsible for overseeing the contract(s) resulting from this RFP, including system operations, fiscal agent operations, and monitoring and assessing provider performance. The Contracting Office is:

Department of Human Services
Office of Youth Services
707 Richards Street, Suite 525
Honolulu, Hawaii 96813
Phone: (808) 587-5700
Fax: (808) 587-5734

1.6 RFP Point-of-Contact

From the release date of this RFP until the selection of the successful provider(s), any inquiries and requests shall be directed to the sole point-of-contact identified below.

Edralyn Caberto
Telephone (808) 587-5725
E-mail: ecaberto2@dhs.hawaii.gov

1.7 Orientation

An orientation for applicants in reference to the request for proposals will be held as follows:

Date: February 3, 2016 **Time:** 9:00 am – 11:00 am
Location: **Office of Youth Services**
707 Richard Street, Suite 525
Honolulu, Hawaii

Applicants are encouraged to submit written questions prior to the orientation. Impromptu questions will be permitted at the orientation and spontaneous answers provided at the state purchasing agency's discretion. However, answers provided at the orientation are only intended as general direction and may not represent the state purchasing agency's position. Formal official responses will be provided in writing. To ensure a written response, any oral questions should be submitted in writing following the close of the orientation, but no later than the submittal deadline for written questions indicated in the subsection 1.8, Submission of Questions.

1.8 Submission of Questions

Applicants may submit questions to the RFP point-of-contact identified in Section 1.6. Written questions should be received by the date and time specified in Section 1.1 Procurement Timetable. The purchasing agency will respond to written questions by way of an addendum to the RFP.

Deadline for submission of written questions:

Date: February 10, 2016 **Time:** 4:30 pm HST

State agency responses to applicant written questions will be provided by:

Date: February 17, 2016

1.9 Submission of Proposals

- A. **Forms/Formats** - Forms, with the exception of program specific requirements, may be found on the State Procurement Office website referred to in Section 1.2, Website Reference. Refer to the Section 5, Proposal Application Checklist for the location of program specific forms.
1. **Proposal Application Identification (Form SPOH-200).** Provides applicant proposal identification.
 2. **Proposal Application Checklist.** The checklist provides applicants specific program requirements, reference and location of required RFP proposal

forms, and the order in which all proposal components should be collated and submitted to the state purchasing agency.

3. **Table of Contents.** A sample table of contents for proposals is located in Section 5, Attachments. This is a sample and meant as a guide. The table of contents may vary depending on the RFP.
 4. **Proposal Application (Form SPOH-200A).** Applicant shall submit comprehensive narratives that address all proposal requirements specified in Section 3, Proposal Application Instructions, including a cost proposal/budget, if required.
- B. **Program Specific Requirements.** Program specific requirements are included in Sections 2 and 3, as applicable. Required Federal and/or State certifications are listed on the Proposal Application Checklist in Section 5.
- C. **Multiple or Alternate Proposals.** Multiple or alternate proposals shall not be accepted unless specifically provided for in Section 2. In the event alternate proposals are not accepted and an applicant submits alternate proposals, but clearly indicates a primary proposal, it shall be considered for award as though it were the only proposal submitted by the applicant.
- D. **Provider Compliance.** All providers shall comply with all laws governing entities doing business in the State.
- **Tax Clearance.** Pursuant to HRS §103-53, as a prerequisite to entering into contracts of \$25,000 or more, providers are required to have a tax clearance from the Hawaii State Department of Taxation (DOTAX) and the Internal Revenue Service (IRS). Refer to Section 1.2, Website Reference for DOTAX and IRS website address.
 - **Labor Law Compliance.** Pursuant to HRS §103-55, providers shall be in compliance with all applicable laws of the federal and state governments relating to workers' compensation, unemployment compensation, payment of wages, and safety. Refer to Section 1.2, Website Reference for the Department of Labor and Industrial Relations (DLIR) website address.
 - **Business Registration.** Prior to contracting, owners of all forms of business doing business in the state except sole proprietorships, charitable organizations, unincorporated associations and foreign insurance companies shall be registered and in good standing with the Department of Commerce and Consumer Affairs (DCCA), Business Registration Division. Foreign insurance companies must register with DCCA, Insurance Division. More information is on the DCCA website. Refer to Section 1.2, Website Reference for DCCA website address.

Providers may register with Hawaii Compliance Express (HCE) for online compliance verification from the DOTAX, IRS, DLIR, and DCCA. There is a nominal annual registration fee (currently \$12) for the service. The HCE's online "Certificate of Vendor Compliance" provides the registered provider's current

compliance status as of the issuance date, and is accepted for both contracting and final payment purposes. Refer to Section 1.2, Website Reference, for HCE's website address.

Providers not utilizing the HCE to demonstrate compliance shall provide paper certificates to the purchasing agency. All applications for applicable clearances are the responsibility of the providers. All certificates must be valid on the date it is received by the purchasing agency. The tax clearance certificate shall have an original green certified copy stamp and shall be valid for six months from the most recent approval stamp date on the certificate. The DLIR certificate is valid for six months from the date of issue. The DCCA certificate of good standing is valid for six months from date of issue.

- E. **Wages Law Compliance.** If applicable, by submitting a proposal, the applicant certifies that the applicant is in compliance with HRS §103-55, Wages, hours, and working conditions of employees of contractors performing services. Refer to Section 1.2, Website Reference for statutes and DLIR website address.
- F. **Campaign Contributions by State and County Contractors.** HRS §11-355 prohibits campaign contributions from certain State or county government contractors during the term of the contract if the contractors are paid with funds appropriated by a legislative body. Refer to Section 1.2, Website Reference for statutes and Campaign Spending Commission website address.
- G. **Confidential Information.** If an applicant believes any portion of a proposal contains information that should be withheld as confidential, the applicant shall request in writing nondisclosure of designated proprietary data to be confidential and provide justification to support confidentiality. Such data shall accompany the proposal, be clearly marked, and shall be readily separable from the proposal to facilitate eventual public inspection of the non-confidential sections of the proposal.

Note that price is not considered confidential and will not be withheld.

- H. **Proposal Submittal.** All mail-ins shall be postmarked by the United States Postal System (USPS) and received by the State purchasing agency no later than the submittal deadline indicated on the attached Proposal Mail-in and Delivery Information Sheet, or as amended. All hand deliveries shall be received by the State purchasing agency by the date and time designated on the Proposal Mail-In and Delivery Information Sheet, or as amended. Proposals shall be rejected when:
 - Postmarked after the designated date; or
 - Postmarked by the designated date but not received within 10 days from the submittal deadline; or
 - If hand delivered, received after the designated date and time.

The number of copies required is located on the Proposal Mail-In and Delivery Information Sheet. Deliveries by private mail services such as FEDEX shall be considered hand deliveries and shall be rejected if received after the submittal deadline. Dated USPS shipping labels are not considered postmarks.

1.10 Discussions with Applicants

- A. **Prior to Submittal Deadline.** Discussions may be conducted with potential applicants to promote understanding of the purchasing agency's requirements.
- B. **After Proposal Submittal Deadline.** Discussions may be conducted with applicants whose proposals are determined to be reasonably susceptible of being selected for award, but proposals may be accepted without discussions, in accordance with HAR §3-143-403.

1.11 Opening of Proposals

Upon the state purchasing agency's receipt of a proposal at a designated location, proposals, modifications to proposals, and withdrawals of proposals shall be date-stamped, and when possible, time-stamped. All documents so received shall be held in a secure place by the state purchasing agency and not examined for evaluation purposes until the submittal deadline.

Procurement files shall be open to public inspection after a contract has been awarded and executed by all parties.

1.12 Additional Materials and Documentation

Upon request from the state purchasing agency, each applicant shall submit additional materials and documentation reasonably required by the state purchasing agency in its evaluation of the proposals.

1.13 RFP Amendments

The State reserves the right to amend this RFP at any time prior to the closing date for final revised proposals.

1.14 Final Revised Proposals

If requested, final revised proposals shall be submitted in the manner and by the date and time specified by the state purchasing agency. If a final revised proposal is not submitted, the previous submittal shall be construed as the applicant's final revised proposal. *The applicant shall submit **only** the section(s) of the proposal that are amended, along with the Proposal Application Identification Form (SPOH-200).* After final revised proposals are received, final evaluations will be conducted for an award.

1.15 Cancellation of Request for Proposal

The RFP may be canceled and any or all proposals may be rejected in whole or in part, when it is determined to be in the best interest of the State.

1.16 Costs for Proposal Preparation

Any costs incurred by applicants in preparing or submitting a proposal are the applicants' sole responsibility.

1.17 Provider Participation in Planning

Provider(s), awarded a contract resulting from this RFP,

☐ are required

☒ are not required

to participate in the purchasing agency's future development of a service delivery plan pursuant to HRS §103F-203.

Provider participation in a state purchasing agency's efforts to plan for or to purchase health and human services prior to the release of a RFP, including the sharing of information on community needs, best practices, and providers' resources, shall not disqualify providers from submitting proposals, if conducted in accordance with HAR §§3-142-202 and 3-142-203.

1.18 Rejection of Proposals

The State reserves the right to consider as acceptable only those proposals submitted in accordance with all requirements set forth in this RFP and which demonstrate an understanding of the problems involved and comply with the service specifications. Any proposal offering any other set of terms and conditions contradictory to those included in this RFP may be rejected without further notice.

A proposal may be automatically rejected for any one or more of the following reasons:

- (1) Rejection for failure to cooperate or deal in good faith. (HAR §3-141-201)
- (2) Rejection for inadequate accounting system. (HAR §3-141-202)
- (3) Late proposals (HAR §3-143-603)
- (4) Inadequate response to request for proposals (HAR §3-143-609)
- (5) Proposal not responsive (HAR §3-143-610(a)(1))
- (6) Applicant not responsible (HAR §3-143-610(a)(2))

1.19 Notice of Award

A statement of findings and decision shall be provided to each responsive and responsible applicant by mail upon completion of the evaluation of competitive purchase of service proposals.

Any agreement arising out of this solicitation is subject to the approval of the Department of the Attorney General as to form, and to all further approvals, including the approval of the Governor, required by statute, regulation, rule, order or other directive.

No work is to be undertaken by the provider(s) awarded a contract prior to the contract commencement date. The State of Hawaii is not liable for any costs incurred prior to the official starting date.

1.20 Protests

Pursuant to HRS §103F-501 and HAR Chapter 148, an applicant aggrieved by an award of a contract may file a protest. The Notice of Protest form, SPOH-801, and related forms are available on the SPO website. Refer to Section 1.2, Website Reference for website address. Only the following matters may be protested:

- (1) A state purchasing agency's failure to follow procedures established by Chapter 103F of the Hawaii Revised Statutes;
- (2) A state purchasing agency's failure to follow any rule established by Chapter 103F of the Hawaii Revised Statutes; and
- (3) A state purchasing agency's failure to follow any procedure, requirement, or evaluation criterion in a request for proposals issued by the state purchasing agency.

The Notice of Protest shall be postmarked by USPS or hand delivered to 1) the head of the state purchasing agency conducting the protested procurement and 2) the procurement officer who is conducting the procurement (as indicated below) within five working days of the postmark of the Notice of Findings and Decision sent to the protestor. Delivery services other than USPS shall be considered hand deliveries and considered submitted on the date of actual receipt by the state purchasing agency.

| Head of State Purchasing Agency | Procurement Officer |
|--|--|
| Name: Merton Chinen | Name: Kerry Kiyabu |
| Title: Acting Executive Director | Title: Administrator |
| Mailing Address: 707 Richards Street, Suite 525 Honolulu, Hawaii 96813 | Mailing Address: 707 Richards Street, Suite 525 Honolulu, Hawaii 96813 |
| Business Address: Same | Business Address: Same |

1.21 Availability of Funds

The award of a contract and any allowed renewal or extension thereof, is subject to allotments made by the Director of Finance, State of Hawaii, pursuant to HRS Chapter 37, and subject to the availability of State and/or Federal funds.

1.22 General and Special Conditions of Contract

The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary

1.23 Cost Principles

To promote uniform purchasing practices among state purchasing agencies procuring health and human services under HRS Chapter 103F, state purchasing agencies will utilize standard cost principles as outlined on the SPO website. Refer to Section 1.2 Website Reference for website address. Nothing in this section shall be construed to create an exemption from any cost principle arising under federal law.

Section 2

Service Specifications

Section 2

Service Specifications

2.1 Introduction

A. Overview, purpose or need

The Office of Youth Services (OYS) believes that community is where our youth belong. While community is where hurt, fear, suffering, and trauma may occur; community conversely is where caring, restoration, forgiveness, and healing emerges and is fostered. Deep connections and relationships form the foundation for community, and our state statute. The “Aloha Spirit” (HRS 5-7.5), describes how we may consider to exercise the power and life force of the Aloha Spirit on behalf of Hawaii’s people: “‘Aloha’ is the essence of relationships in which each person is important to every other person for collective existence. Aloha means to hear what is not said, to see what cannot be seen and to know the unknowable.” Aloha Spirit is a way of life, an attitude, a way of being, that acknowledges the following:

Akahai – meaning kindness (grace), to be expressed with tenderness;

Lokahi – meaning unity (unbroken), to be expressed with harmony;

Oluolu – meaning agreeable (gentle), to be expressed with pleasantness;

Ha’aha’a – meaning humility (empty), to be expressed with modesty;

Ahonui – meaning patience (waiting for the moment), to be expressed with perseverance.

Our youth who are experiencing a lack of Aloha are often involved with our juvenile justice system and need to be nourished and connected to healthy healing families and relationships. Moreover, our youth have also suffered from overwhelming stress and trauma related to personal experiences of physical or sexual abuse, community violence, neglect, maltreatment, loss of a caregiver, or witnessing violence or experiencing trauma vicariously. It can also result from severe or life-threatening injuries, illnesses and accidents. Much of the trauma and stress often lead to unpredictable responses in behavior, including delinquent behavior.

Significant research on the effects of trauma on youth and on its impact on youth involvement in the juvenile justice systems shows that identifying youth who have experienced trauma is either being done inappropriately or not as often as necessary. Thus leaving our youth without services and treatment they need and making them more vulnerable for involvement in the justice system. (Justice Policy

Institute 2010) Our youth need a carefully designed, trauma-informed surrounding and approach that integrates the principles of Aloha.

OYS cannot do this alone; we need community to be involved in multiple ways that truly reflect the intelligence and practical applications of Aloha. We need community to surround our youth with loving, authentic, courageous, strong and compassionate people, services and programs. Kupuna (respected elders), with their wisdom, role modeling, can bridge a link to ancestors, and Aloha presence need to be connected with our youth and families. The resulting outcomes will be youth who are thriving, at peace with themselves and others, hopeful, mindful, and of service to the community.

Aloha is a life-long commitment that supports youth at-risk and their families. It supports their strengths and abilities to be successful in their schools and communities. It brings together a wide variety of stakeholders, parents and family members to strengthen collaboration, embrace wholeness, healing, and awareness that we are Lokahi (unbroken, unity & harmony). This realization can provide many types of Aloha responses that meet the unique talents, needs and abilities of the youth who need our direction and help.

OYS is requesting proposals from qualified applicants to provide a staff secured, trauma-informed care approach, community-based residential program for youth in need of a residential placement more structured than a traditional group home but less severe than incarceration at the Hawaii Youth Correctional Facility (HYCF) and to serve as a resource for the Office of Youth Services (OYS) and the family court for youth in need of temporary out-of-home placement.

Services should incorporate effective practices that are family and youth driven to promote personal growth and development to strengthen cultural identity, academic knowledge and skills, pono (balanced, right) decision-making, and the ability to contribute to one's self and family, and their communities. Services should incorporate effective cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific to developing and supporting healthy youth within the communities where the program services are to be provided.

Reducing risk factors and increasing protective factors for youth, families, and their communities can best be accomplished by a holistic and multi-sector approach. Youth development practitioners, the policy community, and prevention scientists have reached the same conclusions about promoting better outcomes for youth. Programs should be expanded beyond a single problem behavior focus to considering program effects on a range of positive and problem behaviors. The OYS recognizes that focusing on youth development serves as an effective strategy for the prevention of many youth risky behaviors such as early sexual involvement, unprotected sexual behavior, drug use, truancy and dropping out of school, delinquency and violence. Youth engaged in such risky behaviors are less likely to

attain a high level of education or employment and are more likely to have unstable partner/family relationships and to live in poverty.

Youth development programming and incorporating the values and principles of Aloha and a trauma informed care approach provide a framework and a coordinated effort for addressing youth issues to ensure youth have the opportunity to develop social, emotional, cognitive, behavioral and moral competencies and resiliency to enable them to achieve a successful transition to young adulthood.

Therefore, within the context of the youth development programming, the Aloha response and a trauma informed care approach framework, this RFP supports the achievement of the following desired outcomes for all youth:

- To enhance and strengthen family relationships
- To provide opportunities for healing to occur
- To increase positive relationships with peers and other adults.
- To reduce risky behaviors
- To increase connectedness with community
- To increase cultural awareness and appreciation
- To provide educational opportunities to enhance learning abilities and academic skills

The intent of the OYS is to award funds for safe home group home in the State based on the needs identified and appropriate services proposed to address those needs in particular geographic regions. Funding may be used to identify, develop, and implement effective curriculum or models of service which are evidenced-based and that can be appropriately replicated in Hawaii. The service tasks to be delivered by the applicants include the following:

- Build on and enhance community resources to provide positive learning and development opportunities for youth;
- Make contact with at-risk youth within a defined region/community and connect them to appropriate resources, services, and activities, justice system or non-justice, both public and private; and
- Deliver services that develop and enhance educational, vocational, social responsibility, and health competencies of youth. Activity areas include social competency development; community service and service learning; performing/ visual arts; mentoring and intergenerational programs; physical, health and fitness; and project-based culturally programs.

- Work closely with the referring agency, i.e., judicial family court system and OYS to ensure a smooth and seamless transition back into the community by connecting youth with the appropriate resources, services activities to foster continued development and social and emotional growth.

One of the key recommendations of the Disproportionate Minority Contact in the Hawaii Juvenile Justice Report (2012) is the development of cultural-based restorative justice alternatives. The people of Hawaii experience cultures rich in values and traditions, yet, are impoverished by socio-economic indicators that lead to high rates of delinquent behaviors and poor educational performances. A renewed focus and emphasis on the importance culture, values, and traditions play in the shaping of thinking, behaviors, and attitudes of each individual has emerged in the last several years. Using project-based cultural education as a foundation for nurturing culturally healthy and responsive youth and families to contribute to the growth and harmony of the community can affect positive outcomes for youth and ensure their educational competencies and social responsibility. Therefore, integrating culturally-based programming is essential to nurturing healthy youth with an increased sense of self and identity.

B. Planning activities conducted in preparation for this RFP

Written comments, suggestions, and other feedback for consideration in the scope of work and RFP requirements were requested by fax, mail or email through the Request for Information process by January 23, 2015. No written comments, suggestions, and other feedback were received by the due date. Information and data were also gathered from the past three years of similar community-based residential services.

C. Description of the service goals

The goal of this program is to provide a safe and nurturing temporary living environment in which youth are able to increase their resiliency and reduce their risk factors to such an extent that they are able to safely return to a more permanent living situation. Qualified applicants shall provide a home that is safe and nurturing and appeals to the emotional senses and lessens the traumatic stress of the female youth. Services will assist youth by increasing their decision-making, social, and independent living skills, and by increasing their commitment to learning and education as important factors in their lives.

The OYS is looking for qualified applicants to provide programs, services, and activities that will address the unique needs and issues of our youth. Interested applicants should propose specific programs and services that integrate the principles of *Aloha* and the guiding themes of a culturally responsive learning

environment, a trauma informed care approach to health and healing, and contribute to the following objectives:

1. To design programs, services, and activities by utilizing the seven guiding themes of the NHEC (as defined in Section 2. Scope of Services of this RFP) to address the unique needs and to be responsive to the needs of the youth;
2. To design an approach that is family and youth driven and is understanding of the impact and consequences of trauma in all therapeutic interventions as well as all aspects of residential function.
3. To enhance coordination of efforts by formal and informal collaborative agreements that are established and maintained amongst public and private agencies and institutions and individuals, including schools and faith-based organizations located within and/or serving the same community.
4. To promote personal growth and development that serve to strengthen cultural identity and values, *pono* decision-making, and the ability to contribute to one's self and family, and the community, both local and global.
5. To engage in activities and services that will promote further exploration by youth of one's cultural identity and heritage to gain a deeper sense of respect and *aloha* for self.
6. To develop and engage in mentoring opportunities with kupuna (elders) and/or makua (adult) to foster relationships and connections with others.
7. To build on and enhance community resources to provide positive learning and development opportunities for youth;
8. Make contact with youth within a defined region/community and connect them to appropriate resources, services, and activities, justice system or non-justice, both public and private;
9. Deliver project-based educational activities that immerse the youth in their heritage, cultures, landscapes, opportunities and experiences to develop educational competencies and social responsibility of youth. Activities include cultivating the lo'i fields (or taro patches), restoration of cultural sites (land and water), ocean-based activities and other cultural activities and practices.

D. Description of the target population to be served

The target populations for the Safe Home program are:

1. Lower-risk adjudicated female juvenile offenders referred by the Family Courts and OYS (HYCF), ages 13 to 17, who are in need of a safe, temporary, and structured community-based residential program. Youth in this program are generally unable to function in a pro-social manner without constant supervision and support.
2. Although the initial target group for the Safe Home program is juvenile females referred by the Family Courts and OYS (HYCF), other targeted youth in need of this service may also be identified as future conditions, circumstances, and assessment of needs may dictate. Referrals from other agencies or organizations require prior OYS approval for placement in the Safe Home program.
3. The Safe Home for females shall be located in the State of Hawaii in a privately owned facility. The number of females served is four (4). Access to community-based services is key to determining the location of a Safe Home.

E. Geographic coverage of service

The geographic area is statewide.

F. Probable funding amounts, source, and period of availability.

1. **Funding Period:** June 1, 2016 to May 30, 2017.
2. **Approximate Total Amount of General Funds:** \$300,000.00 per year.

Additionally, should funding be increased or decreased, the OYS reserves the right to add in additional funds or decrease funds at its discretion.

3. The OYS anticipates funds to be awarded for one 24-month period, subject to the availability of funds and quality of program services. There may be a possibility for the extension of the initial award period for up to two additional 12-month periods should funds become available. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

4. The OYS reserves the right to make modifications to the scope of services and in the funding amounts that it is unable to anticipate now. There may be modifications made to continue or to improve the services.
5. There will be one award granted.

2.2 Contract Monitoring and Evaluation

The criteria by which the performance of the contract will be monitored and evaluated are:

1. Performance/Outcome Measures
2. Output Measures
3. Quality of Care/Quality of Services
4. Financial Management
5. Administrative Requirements

2.3 General Requirements

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

1. The applicant shall comply with Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201 (effective 10/1/98), which can be found on the SPO website (See Section 5, POS Proposal Checklist, for the website address).
2. The applicant shall comply with other applicable federal cost principles and guidelines, as appropriate and as required by the source of funding.
3. The applicant shall meet all State licensing requirements to operate a community-based residential program within its community and assure that the facilities and buildings meet all applicable building codes and regulations. The applicant shall submit a copy of its Child Care Institution (CCI) license at the time they submit its proposal to the State.
4. The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary.
5. The Applicant shall maintain insurance acceptable to the State in full force and effect throughout the term of this contract, until the State certifies that the Applicant's work has been completed satisfactorily. The policy or policies of insurance maintained by the Applicant shall provide the following limit(s) and coverage:

| <u>Coverage</u> | <u>Limits</u> |
|---|--|
| Commercial General Liability (occurrence form) | \$2,000,000 combined single limit <u>per occurrence</u> for bodily injury and property damage |
| Automobile | Bodily injury \$1,000,000/ <u>person</u> 1,000,000/ <u>occurrence</u> Property damage \$1,000,000/ <u>accident</u> |
| Professional Liability (if applicable) | \$1,000,000/ <u>claim</u> \$2,000,000 <u>annual aggregate</u> |

Each insurance policy required by this contract shall contain the following clauses:

1. *"The State of Hawaii is added as an additional insured as respects to operations performed for the State of Hawaii."*
2. *"It is agreed that any insurance maintained by the State of Hawaii will apply in excess of, and not contribute with, insurance provided by this policy."*

Each insurance policy shall be written by insurance companies licensed to do business in the State or meet Section 431:8-301, HRS, if utilizing an insurance company not licensed by the State of Hawaii.

Automobile liability insurance shall include excess coverage for the Contractor's employees who use their own vehicles in the course of their employment.

The Applicant agrees to deposit with the State of Hawaii, on or before the effective date of this contract, certificate(s) of insurance necessary to satisfy the State that the insurance provisions of this contract have been complied with and to keep such insurance in effect and the certificate(s) therefore on deposit with the State during the entire term of this contract. Upon request by the State, Applicant shall furnish a copy of the policy or policies.

The Applicant shall immediately provide written notice to the contracting department or agency should any of the insurance policies be cancelled, limited in scope, or not be renewed upon expiration.

Failure of the Applicant to provide and keep in force such insurance shall be regarded as material default under this contract, entitling the State to exercise any or all of the remedies provided in this contract for a default of the Applicant.

The procuring of such required policy or policies of insurance shall not be construed to limit Applicant's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, Applicant shall be obliged for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

If the Applicant is authorized by the Office of Youth Services to subcontract, subcontractor(s) is not excused from the indemnification and/or insurance provisions of this contract. In order to indemnify the State, the Applicant agrees to require its subcontractor(s) to obtain insurance in accordance with the insurance provisions of this contract.

B. Secondary purchaser participation

(Refer to HAR §3-143-608)

After-the-fact secondary purchases will be allowed.

There are no planned secondary purchases. None

C. Multiple or alternate proposals

(Refer to HAR §3-143-605)

☐ Allowed ☒ Unallowed

D. Single or multiple contracts to be awarded

(Refer to HAR §3-143-206)

☒ Single ☐ Multiple ☐ Single & Multiple

Criteria for multiple awards: N/A

E. Single or multi-term contracts to be awarded

(Refer to HAR §3-149-302)

☐ Single term (2 years or less) ☒ Multi-term (more than 2 years)

Contract terms: The initial term of the contract shall commence on or after June 1, 2016 and continue through May 30, 2018. Services are not to begin until a Notice to Proceed has been issued by the OYS. There may be a possibility for extension of the initial award period for two additional 12-month period should funds become available. The maximum length of the contract shall be thirty-six (36) months. The conditions for extension must be in writing and any extension must be executed prior to the expiration of the initial term of the contract and any subsequent extension. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance,

State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

2.4 Scope of Work

The scope of work encompasses the following tasks and responsibilities (Minimum and/or mandatory tasks and responsibilities):

A. Service Framework:

1. The Aloha Response

The Native Hawaiian Education Council (NHEC) has developed seven guiding themes for culturally responsive learning environments and is being adopted by the OYS as a framework for addressing youth issues to ensure youth have the opportunity to develop social, emotional, cognitive, behavioral and moral competencies and resiliency to enable them to achieve a successful transition to young adulthood:

- a. ***‘Ike Pilina (Value of Relationship)*** enriching relationships between youth, family, people, places and things that influence their lives through experiences, their ancestors, culture, and traditions.
- b. ***‘Ike MauliLāhui (Value of Cultural Identity)*** strengthening and sustaining cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions and values.
- c. ***‘Ike Kuana ‘Ike (Value of Cultural Perspective)*** increasing global understanding by broadening the views and vantage points that promotes contributions to local and global communities.
- d. ***‘Ike Na’auao (Value of Intellect)*** instilling and fostering a lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders.
- e. ***‘Ike Ho’okō (Value of Applied Achievement)*** developing multiple cultural pathways for achieving success in pursuing learning excellence.
- f. ***‘Ike Piko’u (Value of Personal Identity)*** promoting personal growth, development and self-worth to support a greater sense of belonging, compassion and service toward one’s self, family and community.
- g. ***‘Ike Honua (Value of Place)*** developing a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

2. Trauma Informed Care: Pathway to Healing

A trauma-informed care (TIC) approach shall be incorporated in the service delivery for youth at-risk. Studies have indicated the high prevalence of histories of trauma among youth who are placed in out-of-home care and/or involved with the juvenile justice system. It is estimated that between 75-93 percent of youth entering the juvenile justice system annually have experienced some degree of traumatic victimization. A framework vital to intervention services that addresses youth with histories of trauma, recognizes the presence of trauma symptoms, and acknowledges the role that trauma has played in their coping behaviors is being adopted by the OYS. The Substance Abuse and Mental Health Services Administration (SAMHSA) developed key principles that are fundamental to a trauma informed care approach that serves as a pathway to healing for our youth:

- a. **Safety:** Throughout the organization, staff and the youth they serve must feel physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety. Understanding safety as defined by those served is a high priority.
- b. **Trustworthiness and Transparency:** Organizational operations and decisions are conducted with transparency with the goal of building and maintaining trust with youth and their family members, among staff, and others in the organization.
- c. **Peer Support:** Peer support and mutual self-help are key to establishing safety and hope, building trust, enhancing collaboration, and utilizing their stories and lived experience to promote recovery and healing. "Peers" refer to individuals who have lived experiences of trauma, or in the case of children, may be family members of children who have experienced traumatic events and are key caregivers in their recovery. "Peers" are also referred to as "trauma survivors."
- d. **Mutual Partnership:** Importance is placed on partnering and the leveling of power differences between residential staff and youth and among organizational staff from clerical to professional staff to administrators, demonstrating that healing happens in relationships and in the meaningful sharing of power and decision-making.
- e. **Collaborative Problem Solving:** Family and youth are empowered in a shared decision-making, choice, and goal setting process to determine the plan of action needed for youth and their families to heal and move forward. Youth and family are supported in cultivating self-advocacy

skills. Staffs serve as facilitators of recovery rather than controllers of recovery.

- f. **Cultural, Historical, and Gender Issues:** The organization actively moves past cultural stereotypes and biases (based on race, ethnicity, sexual orientation, age, religion, gender-identity, geography, etc.) and offers, access to gender responsive services, leverages the healing value of traditional cultural connections; incorporates policies, protocols, and processes that are responsive to the racial, ethnic and cultural needs of individuals served; and recognizes and addresses historical trauma.

The OYS is looking for qualified applicants to provide residential youth development services and programming in the community. Services should incorporate the principles and values of Aloha and the seven guiding themes, cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific to developing and supporting healthy youth and their families within the communities where the program services are to be. More importantly, qualified applicants shall integrate the key principles of TCI as a prescribed set of practices and procedures, including the design of the home environment.

Priority will be given to proposed programs, services, and activities that reflect these principles and practices. The premise is that all youth are valuable and worthwhile and should be supported to reach their full potential. The focus should be on youth in the context of families and specific communities; therefore, services provided should:

1. Enrich relationships between youth, family, people, places and things that influence their lives through experiences, their ancestors, culture and traditions;
2. Strengthen and sustain cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions, and values;
3. Involve young people in their communities to increase understanding by broadening the views and vantage points that promote contribution and social responsibility to local and global communities;
4. Involve the community in expanding life options for youth by instilling and fostering lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders;
5. Provide youth development activities that enhance self-esteem and promote personal growth and development to support a greater sense of belonging, compassion and service towards one's self, family and community; and,

6. Develop a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

B. Specific Activities

Services provided to youth shall include research-based “best practices” that have demonstrated to be effective in identifying and reducing needs and risk factors, increasing assets, and reducing recidivism or anti-social behaviors. The general length of stay in the Safe Home Program is 90 days to 180 days. However, the actual length of stay may vary according to the risk level and needs of the youth.

1. Applicants should describe in the proposal how the following basic components are incorporated into their program:
 - a. A Coordinated Approach. Establishing an effective continuum of services for youth can only occur within the context of a coordinated program of interagency cooperation. Therefore, the proposal should describe applicant’s efforts with other agencies and/or community groups to coordinate and integrate services to youth in the community.
 - b. Community Involvement. Community members should be engaged to actively participate in identifying and prioritizing needs and services to be offered to ensure appropriateness and that the needs of all youth are being met. Members of a community also offer a valuable perspective of the strengths, protective factors, and resources within their boundaries.
 - c. Building Community Relations. To develop a process for ongoing communication between provider and community leaders for community input. In the spirit of “good neighbors” community stakeholders would be kept informed by the provider of any anticipated major program changes.
 - d. Cultural Awareness and Identity. Services and activities for youth should be provided within a context that promotes the understanding and appreciation of the ethnic and cultural diversity of the community. Youth should have the opportunity to develop an understanding of self and one’s own culture and a sense of identity and belonging.
 - e. Youth Involvement. Youth should be valued, viewed as resources, given useful roles and involved in productive activities in the organization and the community. Involving youth in developing and implementing services helps to build a sense of ownership, assure appropriateness and success of activities, and provide youth the opportunity to develop leadership skills and to give back to the community.

- f. Developmentally Appropriate Programming. Services and activities should be sensitive to the unique needs, characteristics and learning styles of each participant. To the extent possible, services should match the social, emotional, and cognitive ability of the youth in the program.
 - g. Gender Appropriate Programming. Programs and activities should be responsive to the strengths and unique needs of girls.
 - h. Family Involvement. Families (biological, hanai, extended, foster, etc.) are considered partners and thereby share in the responsibility for raising healthy and productive youth. Applicants shall provide parent participation and/or support activities to encourage involvement of family members and guardians and/or significant adults in fostering family cohesion, strengthening the family system and reinforcing the parent-child bond. If the families are located on another island other than where the safe Home program is located, applicants shall address geographic challenges and alternative strategies in overcoming challenges so families become involved in the youth's lives during their participation in the safe Home program
 - i. A Caring Adult Relationship. Youth should be involved with adults in meaningful interactions and quality relationships that are consistent and provide approval for pro-social behaviors and sanctions for antisocial behaviors. Applicants should provide service activities that successfully link youth and positive adult role models in caring and significant relationships.
2. The Safe Home program shall include the following elements:
- a. A Safe and Nurturing Home. The applicant shall describe the physical setting for the program, and the physical safeguards, policies, procedures, and licensing requirements that ensure an environment healthful and safe for both staff and youth, especially female youths and lesbian, gay, transgender, bisexual youths. The home shall be an environment that is calming and nurturing, minimizes the traumatic stresses of the youth, and promotes emotional healing and well-being.
 - b. Screening for Program Appropriateness. The applicant shall describe the instruments and procedure for reviewing application for admission and other documents, as well as for interviewing youth, to determine the program's suitability and appropriateness for the youth.
 - c. Youth Rights. The applicant shall describe policies and procedures to ensure that all youth admitted into the Safe Home Program are afforded equal access to program activities and services.

- d. Risk and Needs Assessment. The applicant shall describe the procedures, including the validated instruments utilized, for assessing the youth's risks/needs and assets, and the program steps that will be taken to reduce risks/needs and to enhance the youth's assets and other potentials for resolving his problems. The assessment process shall include, but is not limited to, an evaluation the youth's current and past behavior; family/parenting circumstances; educational/vocational level; peer relationships; substance abuse; use of leisure time; anger management; anti-social or criminal attitudes; and social skills level. The applicant shall also describe the frequency with which the youth will be re-assessed to determine progress in the program.
- e. Behavioral Management Plan. The applicant shall describe the behavioral management plan that is being utilized to and that the plan describes the behavior being targeted, interventions to be used including who will be involved, and behavioral changes expected. Important elements of this plan should also include a list of youth's strengths and abilities, a description of what behavior that will replace the youth's inappropriate behavior, and a description of previously tried interventions and how well they did or didn't work.
- f. Youth Safety and Supervision. The applicant shall ensure that while youth are at the Safe Home they remain safely within the group home facility and to prevent access by the general public without proper authorization. Applicant shall ensure that staff is available to all youth, 24 hours a day, seven days a week, twelve months a year. Staff must be responsible for monitoring all security aspects of the facility, including communication, key and lock control and the movement of youths into and out of program facility.
- g. Family Strengthening (Enhancing Communication and Relationship). The applicant shall describe how the youth's communication and relationship with parents or guardians will be encouraged and enhanced. Family strengthening may include the wraparound program which supports a family-centered, strength-based, and needs-driven process to keep the youth with their identified families, or reunify with their family or legal caregivers. Service provision and intervention is designed to work towards being creative and flexible to support the family's unique needs.
- h. Education: The applicant shall describe the educational plan for providing educational services that are consistent with established State of Hawaii Department of Education (DOE) standards. Educational services may be provided either at the community/neighborhood school servicing the geographic area where the safe home is located or on-site at the safe home, or a combination of both. On-site educational services may include teacher-led instruction, tutoring, on-line learning, or any other method that

will ensure that educational credits earned may be transferred back to the youth's home school district upon the youth's discharge from the program.

For youth who have been certified as special education by the DOE, the provisions established in the youth's Individualized Education Plan shall be coordinated with the youth's home district school to assure compliance and sustained involvement with the DOE.

- i. Project-based Cultural Programs. The applicant shall describe project-based cultural programs that immerse the youth in their values, cultures, landscapes, opportunities and experiences. The premises for culturally competent programs and services is the belief that continued learning and practicing of a native culture is a fundamental requisite for nurturing healthy and responsive citizens and contributes to the growth and harmony of the community (Native Hawaiian Education Council). Culture is considered a protective factor that helps to promote positive health and an increased sense of self and identity.
- j. Recreation. Applicant shall describe recreational opportunities for large muscle exercise and structured activities which may include, but are not limited to supervised indoor and outdoor sports, table games and hobby crafts.
- k. Cognitive Behavioral or Similar Approach. The applicant shall describe its cognitive behavioral modification services to address anti-social or criminal attitudes, beliefs, and thinking patterns and to improve cognitive skills in such areas as anger management and decision-making. The applicant shall also measure changes in the cognitive skill level of youth. Methods other than the cognitive behavioral approach may be utilized if research has shown that an alternative approach has demonstrated to be more effective in addressing the needs of youth.
- l. Life Skills Building. (social skills, independent living skills, coping with the loss of significant others, etc.). While pro-social values and thinking establishes the foundation, youth must also acquire new behavioral skills to cope with the stresses and demands of daily living. The applicant shall submit an outline or table of contents and a sample of the proposed life skill-building curriculum. The sample life skill submitted shall include the purpose and objective of the skill, activities to achieve the skill, and how attainment of the skill will be measured.
- m. Peer Relationship. The applicant shall describe how positive peer relationships will be encouraged and developed by the youth, with the focus on the community that the youth will eventually return to.

- n. Leisure Time. The applicant shall describe how the constructive use of leisure time will be encouraged and established by the youth. Services in this area should be provided based on the type of resources available in the home community of the youth.
- o. Case Management. Services to youth shall be comprehensive, consistent, individualized, and holistic in nature. The applicant shall describe the program's case management system that includes, but is not limited to, individual assessments and determination of functioning levels; identification of service needs; development of individualized service plans and resource identification; linkage to necessary services; coordination, monitoring and assessment of services provided; attend court hearings along with the youth as required; and periodic review and revision, if necessary, of the service plans.
- p. Probation Officer. The applicant shall have regular communication with the assigned Probation's Officer (PO) to ensure successful program participation and completion by the youth. The applicant should also recognize that youth are impulsive, behave accordingly, and will make mistakes; therefore, terminating the youth from participating in the Safe Home program should be seen as a last resort. Any youth being terminated from the program must first receive approval from OYS. Staff and youth safety shall be the primary reason for program termination.

The applicant shall have procedures in place to work closely with the Probation Officer and his/her treatment plan or conditions of probation. Every effort shall be made by the applicant to ensure successful transition by the youth.

- q. Relapse Prevention. The applicant shall provide a general description of its relapse prevention strategy and a sample relapse prevention plan that includes a Statement of the purpose and objectives of the plan, activities to achieve the objectives of the plan, and the evaluation framework that will determine if the objectives have been achieved.
- r. Substance Abuse Treatment. The applicant shall describe how substance abuse services will be provided to the youth. If indicated, assessments and/or screenings shall be conducted to address the need for substance abuse services, such as the American Society for Addiction Medicine Patient Placement Criteria (ASAMPPC) for substance abuse. The applicant may provide substance services that include individual and group modalities.
- s. Referral to Appropriate Resources. The applicant shall describe the processes for referring youth to appropriate community-based programs and agencies for services, and the follow-up actions that will be taken to

ensure that the youth is being properly served. A list of the community-based program and agencies that will be utilized by the applicant should be attached to the proposal.

- t. Participation in Meetings. The applicant shall briefly describe the processes for initiating contacts and meetings with representatives of the HYCF, FC, DHS, Department of Education (DOE), Department of Health (DOH), and other pertinent agencies who are similarly focused on providing services for the youth.
- u. Follow-Up Services. The applicant shall describe the processes for providing follow-up services for youth—for examples, via telephone, personal, and/or collateral contacts with the youth and the youth's support system (guardian, school, mentor, etc.)--for up to six months post-placement. Examples of the instruments to record contact information and assess the progress and stability of youth should also be attached.
- v. Transition Plan. The applicant shall describe how the transition plan will be developed for each youth in preparation for release from the program. This plan may include placement in an Independent Living Program as appropriate
- w. Meals. The applicant shall be responsible for the provision of major meals (breakfast, lunch, and dinner), beverages, and snacks. Meals shall be nutritionally balanced following state or national dietary guidelines and of appropriate serving sizes to meet the needs of youth. The preparation of meals may be arranged with a private or public agency.
- x. Transportation. The applicant shall be responsible for transporting or arranging for the transportation and, if necessary, the supervision of youth at court hearings, medical, dental, and other appointments in the community.
- y. Reporting Significant Incidents. The applicant shall provide written protocol to the Office of Youth Services for immediate notification in the event of a youth escape, injury or death.
- z. Staffing Ratio. The applicant should have a staffing ratio of 1:4 and shall always have two staff on duty overnight. The applicant in considering staffing pattern and ratio should consider the target population to ensure the safety of these young girls and encourage trustworthy and transparency in staff.

C. Management Requirements (Minimum and/or mandatory requirements)

1. Personnel

- a. The applicant shall ensure that employees do not have a criminal history or background which poses a risk to youth. The applicant shall conduct employment and reference checks on all employment applicants. In addition, prior to providing direct services to youth, criminal history record checks (State and FBI Criminal History Check, Sex Offender Registry, and the Child Abuse and Neglect Registry Clearance), shall be conducted, as allowed by statutes or rules, for any person who is employed or volunteers in a position which necessitates close proximity to children or adolescents. Documentation of criminal history record checks shall be maintained in the employee's or volunteer's personnel file and shall be available for review. Criminal history records checks, except for the FBI fingerprint check, shall be conducted annually or as required for licensing purposes.
- b. Staff shall be sufficiently trained and knowledgeable in working with and understanding the programmatic and security issues and concerns regarding the targeted youth population prior to providing direct services to youth. Training shall include, but not be limited to, applicant philosophy and goals; policies and procedures regarding confidentiality, client rights, emergency procedures, grievances, record-keeping, reporting child maltreatment, dispensing of medication, behavior management and treatment philosophy, cardio-pulmonary resuscitation and first aid, de-escalation techniques and practices, and the recognition of the side effects of drugs and medications on youth. In addition, Trauma Informed Care approach, Suicide Prevention/Intervention, Sexual Abuse and Prevention, Lesbian Gay Bisexual Transgender (LGBT) and Mental Health Awareness should also be included.
- c. For out-of-state applicants, there shall be established a Hawaii-based staff or designee who shall assume the day-to-day responsibilities of establishing and implementing all necessary collaborations, programs, services, and requirements of the agreement. The applicant shall submit the name and location of the Hawaii-based staff or designee at the time of application.

2. Administrative

- a. A no reject policy of appropriate youth shall apply to the Safe Home program. A youth may be ejected from the program, with the approval of OYS, if the youth poses a danger to self, staff, other youth, or to property.

- b. To provide for the safety and security of youth and staff in the program, the applicant shall have a minimum of two staff on duty at all times.
- c. The Applicant is required to meet with the State upon execution of the contract to discuss all aspects of the program.
- d. The applicant is required to meet with the State at least quarterly, to discuss any aspect of the services.
- e. The applicant is required to maintain detailed records of youth, program activities, and personnel records, in addition to maintaining an accounting system and financial records to accurately account for funds awarded. Copies of pertinent information, such as progress reports and assessments, shall be submitted to the referring agency upon request.
- f. The applicant shall also be required to comply with applicable provisions and mandates of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The HIPAA regulates how individually identifiable health (medical and mental health) information is handled to ensure confidentiality.
- g. The applicant shall develop a written curriculum or manual that describes the program and service activities, objectives, and strategies. The activities, objectives, and strategies shall be research-based and have demonstrated to be effective in reducing risk factors, increasing strengths, and reducing recidivism and anti-social behaviors.
- h. OYS reserves the right to make modifications to the scope of services and in the funding amounts that it is unable to anticipate now. There may be unique circumstances, not limited to directives and decrees from State and Federal courts and federal grants that require these modifications be made to continue or improve services. Additionally, should funding be increased or decreased, OYS reserves the right to add in additional funds or decrease funds at its discretion.
- i. The proposal shall describe the general process youth will follow through the program, from referral to discharge and aftercare, and the type of services to be provided at each phase of the program.
- j. The applicant shall describe any State and/or national accreditation, affiliation, or standards that will be used to guide the program.
- k. The applicant shall not utilize youth for any agency solicitation or political campaign purposes.

- l. The applicant may not charge youth and/or their families for program services.
- m. The successful Applicant will be required to enter into a formal written Contract with the Office of Youth Services in accordance with the laws, rules and regulations of the State of Hawaii. The RFP and Applicant's proposal shall be incorporated in the Contract by reference.

The stated requirements appearing elsewhere in this RFP shall become part of the terms and conditions of the resulting Contract. Any deviations thereof must be specifically defined by the Applicant in its proposal which, if successful, will become part of the Contract.

The funds available for this project are limited. The OYS reserves the rights to contract for only those services which appear to be in the best interests of the OYS.

Upon award, the OYS will forward the formal Contract to the successful Applicant for execution. The Contract shall be signed by the successful Applicant and returned, together with required insurance documents (including indemnification), and other supporting documents, within ten (10) calendar days after receipt by the Applicant, or within such further time as the Executive Director may allow.

No such Contract shall be binding upon the OYS until the Contract has been fully and properly executed by all the parties thereto and the State Comptroller has, in accordance with Section 103-39, Hawaii Revised Statutes, endorsed thereon his certificate that there is an appropriation or balance of an appropriation over and above all outstanding contracts, sufficient to cover the amount required by the Contract during the fiscal year. Further, the Contract shall not be considered to be fully executed until the Department of the Attorney General of the State of Hawaii has approved the Contract as to form.

The OYS reserves the right to cancel the Contract without cause and to request new proposals for the work.

- n. No Supplementary Agreement shall be binding upon the OYS until the Agreement has been fully and properly executed by all parties thereto prior to the start date of Agreement. The PROVIDER shall not provide any services until the Agreement is fully and properly executed and a Notice to Proceed has been issued.

Any work performed by the successful Applicant prior to receipt of a Notice to Proceed shall be at the Applicant's own risk and expense. The State of Hawaii and the OYS are not and will not be liable for any work,

contract costs, expenses, loss of profits or damages whatsoever incurred by the successful Applicant prior to the receipt of a Notice to Proceed.

The Provider is responsible to purchase or lease, with available funding, all the necessary supplies and equipment needed to perform the services. Prior approval must be obtained from the OYS for the initial purchase of equipment, furniture, supplies, etc. which are required for this Contract. Subsequent purchases of equipment above \$250 (that has a useful life of more than one year) shall require prior approval.

- n. Subcontracting arrangements may be allowed if the applicant is unable to provide components of the requested services directly. Copies of draft subcontract agreements must be submitted to OYS for approval prior to the commencement of subcontracted services. All subcontracts must follow the pricing structure and all other requirements of this RFP.
- o. Submit to OYS, if applicable, memoranda of agreements and working agreements with other agencies for services under this Agreement prior to the service being provided for review for appropriateness and relevancy.
- p. Applicant will be required to purchase, prior to the execution of a contract, a minimum of one million dollars (\$1,000,000) general liability insurance *per occurrence* and two million (\$2,000,000) in the *aggregate* and automobile insurance for a minimum of one million dollars (\$1,000,000) combined single limit per accident and shall name the State as additionally insured. The certificate of insurance shall also state that the policy shall not be cancelled without providing OYS with 30 days prior written notice of cancellation. **NOTE:** The minimum requirements for insurance may be revised as recommended by the Department of the Attorney General and the State's Risk Management Office.

3. Quality assurance and evaluation specifications

- a. All contracts shall be monitored by OYS in accordance with requirements set forth by Chapter 103F, Hawaii Revised Statutes. Contract monitoring shall include but may not be limited to:
 - 1) The review of all requirements as stipulated in the contract, including a review of case files.
 - 2) Periodic site visits, scheduled and unscheduled, to review major program service areas, such as:
 - i. Staff qualification, organization, and effectiveness.
 - ii. Outcomes planning, implementation, and evaluation.
 - iii. File maintenance and record keeping.

- iv. Transportation and other liability issues.
- v. Consumer satisfaction.

- 3) Access to all materials, files, and documents relating to the provision of services. In addition, OYS may, at its discretion, observe individual, group, and educational sessions conducted by the applicant.
- 4) The applicant must maintain for the term of the contract the system of evaluation developed by OYS, including the use of evaluation tools and reporting forms. In addition, the applicant must take corrective actions that OYS deems necessary in light of the evaluation data.

4. Output and performance/outcome measurements

- a. Qualified applicants are required to achieve the following performance measures:
 - 1) Of the youth served by the program annually, 85% will successfully complete the program
 - 2) Of the youth served by the program annually, 85% will not commit additional criminal or status offenses for at least six-months after discharge from the program.
 - 3) Of the youth served by the program annually, 85% will increase their attendance and grades in an educational, vocational, or work program and maintain that increase for at least six months after discharge from the program.
 - 4) Of the youth served by the program annually, 85% will be placed in a stable living situation and will remain in a stable living situation for at least six months after discharge from the program.
- b. Applicants may develop additional performance measures as mutually agreed upon with OYS.

5. Experience

Applicants shall have a minimum of three (3) years of experience providing residential services and programs related to those proposed in this RFP.

Applicant must be currently licensed by the DHS as a Child Caring Institution (CCI) at the time of application. A copy of the CCI license shall be submitted with the proposal.

6. Coordination of services

Services to youth shall be comprehensive, consistent, individualized, and holistic in nature. The applicant shall implement a case management system that includes, but is not limited to, individual assessments and determination of functioning levels; identification of service needs; development of individualized service plans and resource identification; linkage to necessary services; coordination, monitoring and assessment of services provided; and periodic review and revision, if necessary, of the service plans.

7. Reporting requirements for program and fiscal data

Timely program and fiscal reports as specified by OYS will generally be due on a quarterly basis and at the end of each budget period. Contracts are programmatically and fiscally monitored by OYS. Monitoring includes the review of program reports and services; invoices; and any issues applicable to services provided. Monitoring may take place at a variety of locations including the applicant's administrative office and the site(s) of service delivery.

D. Facilities

1. The Safe Home for females shall be located in the State of Hawaii in a privately owned facility. The home shall be an environment that is calming and nurturing, minimizes the traumatic stresses of the youth, and promotes emotional healing and well-being. Access to community-based services is key to determining the location of a Safe Home. The number of females served will be four (4).
2. The facility must include a building of adequate size consisting of a kitchen, adequate bedrooms, baths, and common areas for passive recreation and educational use, storage room, water heater, motion sensor light fixtures, and parking.
3. The applicant shall be responsible for the furnishing of all major and minor appliances, office equipment, bedroom, multi-purpose room, dining room, and classroom furniture, entertainment equipment and devices, cooking and eating utensils, installation and maintenance of a security alarm system, and other furnishings necessary to operate a 24-hour residential program.
4. The applicant shall assure that the building, surrounding areas, and vehicles are routinely kept and maintained in a clean, safe, and sanitary manner. Routine upkeep and maintenance of the building and surrounding area include, but is not limited to, cleaning of areas where food is consumed; sweeping and mopping of floors; mowing of the lawn; cleaning of bathrooms; properly disposing of garbage and trash; replacing of light bulbs; assuring that

emergency exits are clear of obstacles, and removing of all hazards that pose a risk to the health and safety of youth in the program.

5. The applicant shall be responsible for the repair of damages to the building structure, fence, fixtures, and furnishings caused by applicant's staff or youth. In addition, applicant shall assure that the structures, fence, fixtures, and furnishings are in good working order and shall be responsible for, but not limited to, the repair of leaky plumbing fixtures, clogged sinks, showers, and toilets, broken windows, screens, louvers, and door handles.
6. The applicant shall be responsible for the maintenance of all utilities including, but not limited to, electricity, gas, water, telephone, fax and data lines, cable television, and related equipment and appliances.

2.5 COMPENSATION AND METHOD OF PAYMENT

A. Pricing structure or pricing methodology to be used

Pricing structure will be based on a cost reimbursement basis. The cost reimbursement pricing structure reflects a purchase arrangement in which OYS pays the applicant for budgeted costs that are actually incurred and allocable in delivering the services specified in the contract, up to a stated maximum obligation.

Applicants shall be required to apply the Cost Principles on Purchase of Health and Human Services and other applicable federal cost principles and guidelines as appropriate and as required by the source of funding

Total funding amount allocated to the contract may be increased or decreased at any time, at the discretion of OYS. Reasons for such increases or decreases include, but are not limited to, the program's performance, availability of funds, cost of living adjustments, utilization rates, and a shifting of community needs and priorities.

B. Units of service and unit rate

Not Applicable

C. Method of compensation and payment

Payments shall be made in accordance with the State of Hawaii, State Procurement Office, Chapter 103F, HRS – Cost Principles, Purchases of Health and Human Services and when applicable, in accordance with the Office of Management and Budget (OMB) Federal Cost Principles (OMB Circular A-21, A-87 or A-122) and subject to the following:

After the first payment made in advance, the monthly/quarterly invoices shall be based on expenditures actually incurred for the performance of the services required under the contract.

The OYS shall withhold a final payment of one-twelfth (1/12th) the total compensation for each budget period until final settlement of each budget period of a contract. Provided that all expenditures are in compliance with the terms stated in the contract, payment of the lesser of actual costs reported on the final expenditure report or the contract amount for the budget period will be made.

- D. All budget forms, instructions and samples are located on the SPO website (see the Proposal Application Checklist in Section 5 for website address). The following budget form(s) shall be submitted with the Proposal Application:

- SPO-H-205 Budget
- SPO-H-206A Personnel - Salaries & Wages
- SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
- SPO-H-206C Travel - Inter-Island*
- SPO-H-206D Travel - Out-of-State*
- SPO-H-206E Contractual Services-Administration
- SPO-H-206F Contractual Services-Subcontracts
- SPO-H-206G Depreciation
- SPO-H-206H Program Activities
- SPO-H-206I Equipment Purchases*
- SPO-H-206J Motor Vehicle

*Expenditures require justification and prior approval.

If any one of the above forms is not applicable, please note as "N/A" on the form

Section 3

Proposal Application Instructions

Section 3

Proposal Application Instructions

General instructions for completing applications:

- *Proposal Applications shall be submitted to the state purchasing agency using the prescribed format outlined in this section.*
- *The numerical outline for the application, the titles/subtitles, and the applicant organization and RFP identification information on the top right hand corner of each page should be retained. The instructions for each section however may be omitted.*
- *Page numbering of the Proposal Application should be consecutive, beginning with page one and continuing through for each section. See sample table of contents in Section 5.*
- *Proposals may be submitted in a three ring binder (Optional).*
- *Tabbing of sections (Recommended).*
- *Applicants must also include a Table of Contents with the Proposal Application. A sample format is reflected in Section 5, Attachment B of this RFP.*
- *A written response is required for **each** item unless indicated otherwise. Failure to answer any of the items will impact upon an applicant's score.*
- *Applicants are **strongly** encouraged to review evaluation criteria in Section 4, Proposal Evaluation when completing the proposal.*
- *This form (SPOH-200A) is available on the SPO website (Refer to Section 1.2 Website Reference). However, the form will not include items specific to each RFP. If using the website form, the applicant must include all items listed in this section.*

The Proposal Application is comprised of the following sections:

- *Proposal Application Identification Form*
- *Table of Contents*
- *Program Overview*
- *Experience and Capability*
- *Project Organization and Staffing*
- *Service Delivery*
- *Financial*
- *Other*

3.1 Program Overview (Not to exceed 2 pages)

Applicant shall give a brief overview to orient evaluators as to the program/services being offered. Include:

1. Location of the services
2. How proposed services align with Applicant's mission and vision;
3. Description of the goals and objectives related to the service activity; and
4. How the proposed services will meet the needs and impact the development of the target population.

3.2 Experience and Capability (Not to exceed 5 pages)

A. Necessary Skills

The Applicant shall demonstrate that it has the necessary skills, abilities, and knowledge relating to the delivery of the proposed services. If the Applicant intends to use subcontractors, subcontractors experience shall also be included.

B. Experience

The Applicant shall demonstrate the minimum number of years of experience in providing residential services and programs requested in the RFP, in addition to providing a description of current projects/contracts pertinent to the proposed services (previous projects/contracts may be considered if relevant). The Applicant shall include points of contact, addresses, e-mail and phone numbers. The State reserves the right to contact references to verify experience. If the Applicant intends to use sub-contractors, the experience of the identified subcontractors must also be included.

C. Quality Assurance and Evaluation

The Applicant shall describe its own plans for quality assurance and evaluation for the proposed services, including methodology. The quality assurance plan shall indicate how the applicant will monitor compliance with the terms of the agreement and adherence to internal policies and procedures, and shall include how corrective action will occur. The evaluation plan shall address the effectiveness of program delivery (process evaluation).

D. Coordination of Services

The Applicant shall demonstrate the capability to coordinate services with other agencies and resources in the community.

If the Applicant intends to use subcontractors, draft Memorandums of Agreement shall be included in the proposal.

E. Facilities

The Applicant shall provide a description of the program site facility and demonstrate its adequacy in relation to the proposed services. The Applicant shall also describe how the facilities will meet ADA requirements, as applicable, and special equipment that may be required for the services. The Applicant shall provide a copy of the Child Care Institute (CCI) license with its application.

3.3 Project Organization and Staffing (Not to exceed 3 pages)

E. Staffing

1. Proposed Staffing

The applicant shall describe the proposed staffing pattern, client/staff ratio and proposed caseload capacity appropriate for the viability of the services. (Refer to the personnel requirements in Section 2, Service Specifications, as applicable.)

2. Staff Qualifications

The Applicant shall provide the minimum qualifications (including experience) for staff assigned to the program. Attach position descriptions and resumes for the Applicant's administrative staff (director, deputy, chief financial position, program administrator, etc.) in addition to position descriptions for the proposed program staff. (Refer to the qualifications in the Service Specifications, as applicable.)

F. Project Organization

1. Supervision and Training

The applicant shall describe its ability to supervise, train and provide administrative direction relative to the delivery of the proposed services.

2. Organization Chart

The applicant shall reflect the position of each staff and line of responsibility/supervision. (Include position title, name and full time equivalency) Both the "Organization-wide" and "Program" organization charts shall be attached to the Proposal Application.

3.4 Service Delivery (Not to exceed 20 pages)

Applicant shall include a detailed discussion of the approach to applicable service activities and management requirements found in Section 2, Item 2.4. - Scope of Work for the service area that the applicant is proposing services.

The discussion of the proposed service delivery shall include:

1. A brief summary of the organization's philosophy and service framework and describe how the framework reflects/ relates to the OYS philosophy regarding the delivery of services for youth.
2. A work plan of all activities and tasks to be completed, related work assignments, responsibilities, and service plan that clearly articulates the overall service flow from program entry to program completion, as appropriate.
3. A timeline / schedule of steps to be taken in planning and implementing the required services and related activities.
4. Details of how the proposed work plan and service activities are consistent with the outcomes and objectives, service framework, principles of program delivery and characteristics of effective programs.
5. A summary of pertinent risk and protective factors and community needs, assets, and resources that relate to or address the proposed service delivery.

The description shall also include adequate information to address and/or identify the following, as appropriate:

1. The evidence-based model/s or strategy/s to be used;
2. The justification for selecting the model/s;
3. The assessment instrument/s that will be used;
4. Training that will be provided for staff;
5. Curriculum that will be used for the program delivery;
6. The target behavior that the program activity will change;
7. The measure/s the applicant will use to determine change of behaviors, attitudes, and/or skills of program participants; and/or
8. The arrangements for evaluation to assess the program effectiveness and impact on the target population.

3.5 Financial

A. Pricing Structure

Applicant shall submit a cost proposal utilizing the pricing structure designated by the state purchasing agency (cost reimbursement). The cost proposal shall be attached to the Proposal Application.

All budget forms, instructions and samples are located on the SPO website (see Section 1, paragraph II Websites referred to in this RFP). The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205 Budget
SPO-H-206A Personnel - Salaries & Wages
SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
SPO-H-206C Travel - Inter-Island*
SPO-H-206D Travel - Out-of-State*
SPO-H-206E Contractual Services-Administration
SPO-H-206F Contractual Services-Subcontracts
SPO-H-206G Depreciation
SPO-H-206H Program Activities
SPO-H-206H Equipment Purchase*
SPO-H-206J Motor Vehicle

*Expenditures require justification and prior approval.

B. Other Financial Related Materials

1. Accounting System

In order to determine the adequacy of the Applicant's accounting system as described under the administrative rules, the following documents are requested as part of the Proposal:

- a. Latest Single Audit Report of Financial Audit.
- b. Cost Allocation Plan, which demonstrates Applicant's expenditures are allocated based on a plan that is reasonable, appropriate, and lawful.

2. Accounting Personnel

- a. Applicant must state which staff positions are responsible for maintaining accounting records and fiscal reporting and approximately the number of hours a week that are devoted to this function.

- b. Applicant shall describe what accounting qualifications are required for each of these positions if not detailed in the submitted Section III: Personnel: Project Organization and Staffing.
- c. Applicant shall state which staff positions will be responsible for filing timely expenditure reports and invoices required by this RFP.

3.6 Other

A. Litigation

The applicant shall disclose and explain any pending litigation to which they are a party, including the disclosure of any outstanding judgment.

Section 4

Proposal Evaluation

Section 4

Proposal Evaluation

4.1 Introduction

The evaluation of proposals received in response to the RFP will be conducted comprehensively, fairly and impartially. Structural, quantitative scoring techniques will be utilized to maximize the objectivity of the evaluation.

4.2 Evaluation Process

The procurement officer or an evaluation committee of designated reviewers selected by the head of the state purchasing agency or procurement officer shall review and evaluate proposals. When an evaluation committee is utilized, the committee will be comprised of individuals with experience in, knowledge of, and program responsibility for program service and financing.

The evaluation will be conducted in three phases as follows:

- Phase 1 - Evaluation of Proposal Requirements
- Phase 2 - Evaluation of Proposal Application
- Phase 3 - Recommendation for Award

Evaluation Categories and Thresholds

Evaluation Categories

Possible Points

Administrative Requirements

N/A

Proposal Application

100 Points

| | |
|-----------------------------------|-----------|
| Program Overview | 0 points |
| Experience and Capability | 20 points |
| Project Organization and Staffing | 15 points |
| Service Delivery | 55 points |
| Financial | 10 Points |

TOTAL POSSIBLE POINTS

100 Points

4.3 Evaluation Criteria

A. Phase 1 - Evaluation of Proposal Requirements

1. Administrative Requirements

a. Application Checklist

b. Certificate of Vendor Compliance

NOTE: If applicant has not registered with Hawaii Compliance Express, the Applicant must provide a *Tax Clearance Certificate* and a *Certificate of Good Standing*.

2. Proposal Application Requirements

- Proposal Application Identification Form (Form SPOH-200)
- Table of Contents
- Program Overview
- Experience and Capability
- Project Organization and Staffing
- Service Delivery
- Financial (All required forms and documents)
- Program Specific Requirements (as applicable)

B. Phase 2 - Evaluation of Proposal Application (100 Points)

Ensure that each section is answered completely and thoroughly. Each section shall be scored individually and separately from another section. Applicants are responsible to place the appropriate information in each section to be scored.

The RFP Review Committee shall use the scale in the table below to rate each section from the RFP from “Not Addressed” to “Very Satisfactory”. The percentage for the rate level will be multiplied by the maximum number of points for that item. For example, if an item is worth 6 points and the reviewer rated it as a “3 Satisfactory”, the score for that item would be 3.6 (60% (.06) x 6 = 3.6)

| 0 | 1 (20%) | 2 (40%) | 3 (60%) | 4 (80%) | 5 (100%) |
|---------------|----------------|-----------------------|--------------|------------------------|-------------------|
| Not addressed | Unsatisfactory | Somewhat satisfactory | Satisfactory | More than satisfactory | Very satisfactory |

Rating scale definitions:

Not Addressed: The required information was not present in the proposal.

Unsatisfactory: A major item was not addressed or was addressed incorrectly, or was addressed in the wrong category.

Somewhat Satisfactory: A somewhat adequate response was presented. Applicant appears to have restated the requirements in the RFP.

Satisfactory: All major items were addressed. Applicant provided an adequate response.

More than satisfactory: Applicant provided a strong response that was more than adequate, all major items were addressed.

Very satisfactory: Applicant thoroughly addressed all items in an exceptionally clear, concise, or original manner.

Program Overview: No points are assigned to Program Overview. The intent is to give the Applicant an opportunity orient evaluators as to the service(s) being offered in response to the Request for Proposals. The Applicant shall highlight the agency's mission and vision and the goals and objective of the proposed service activity relative to the assessed needs and available resources of the target population and geographic region identified for the service delivery.

1. Experience and Capability (20 Points)

The State will evaluate the applicant's experience and capability relevant to the proposal contract, which shall include:

- A. Necessary Skills** **3**
- Demonstrated skills, abilities, and knowledge relating to the delivery of the proposed services.
 - Demonstrate skills, abilities and capacity to deliver proposed services in the identified geographic region for the target population
- B. Experience** **5**
- Demonstrate minimum three (3) years' experience providing residential services and programs related to request for services.
 - Demonstrate experience successfully delivering services for the target population. Document evidence such as awards, certificates, and outcomes.
 - Sufficiency of quality assurance and evaluation plans for the proposed services, including methodology.
- C. Quality Assurance and Evaluation** **4**
- Sufficiency of quality assurance and corrective action, including methodology.
 - Sufficiency of evaluation plans to assess program implementation, fidelity to program model, and youth participation and success in the service program.
- D. Coordination of Services** **3**
- Demonstrated capability to coordinate services with other agencies and resources in the community. Past Memorandum of Agreements/Understanding, letters document this ability.
 - Sufficiency of collaboration and coordination plans related to implementation of proposed services.
 - Documented support and involvement of agencies and community for proposed services. Draft MOA/MOUs with proposed sub-contractors.

E. Facilities 5

- Adequacy of facilities relative to the proposed services.
- Facilities meet ADA requirements, as applicable.
- A copy of the Child Care Institute (CCI) license is provided,

2. Project Organization and Staffing (15 Points)

The State will evaluate the applicant's overall staffing approach to the service that shall include:

A. Staffing 4

- Proposed Staffing: That the proposed staffing pattern, client/staff ratio, and proposed caseload capacity is reasonable to insure viability of the services. 4
- Staff Qualifications: Job descriptions and minimum qualifications (including experience) for staff assigned to the program are included. The number of program service positions is sufficient to ensure effective program/service delivery.
- Proposal includes resumes of key staff that list experience with related or similar services and target population

B. Project Organization 4

- Supervision and Training: Demonstrated ability to supervise, train and provide administrative direction to staff relative to the delivery of the proposed services. 3
- Organization Chart: Approach and rationale for the structure, functions, and staffing of the proposed organization for the overall service activity and tasks.

3. Service Delivery (55 Points)

Evaluation criteria for this section will assess the applicant's approach to the service activities and management requirements outlined in the Proposal Application Instructions and **Section 2., Item 2.4-Scope of Work** for each service area (a-c) of the RFP. It is recommended that

applicants review the evaluation criteria for the service delivery section of the specific service they are proposing to deliver.

- Service Framework includes the Native Hawaiian Educational Council's seven guiding themes and trauma informed care. 4
- Basic components incorporated into the proposed program includes: a coordinated approach, community involvement, building community relations, cultural awakening and identity, youth involvement, age-, gender-, and developmentally-appropriate for the target population and is responsive to the target population 6
- Comprehensive description of services to be provided includes safe and nurturing environment; supervision; screening for program appropriateness; risk and needs assessment; behavioral management plan; family involvement/family strengthening; education; culturally appropriate placed based education; recreation and leisure time management; cognitive behavioral training; life skills building; positive peer relationships; case management; relapse prevention; substance abuse services; transitional planning and follow-up services; referral to appropriate resources; and, participation in meetings with representatives of the Hawaii Youth Correctional Facilities (HYCF) Family Court (FC), Departments of Human Services (DHS), Education (DOE), and Health (DOH) and other pertinent agencies. 10
- Service activity supports the service goals and addresses risk and protective factors and aspects of youth development, as well as identifies the areas of competencies to be developed and/or enhanced. 5
- The engagement of and planned service activity for the target population is described and appropriate. 5
- The service activity is consistent with the required service framework and principles for effective program delivery. 5
- The provision of major meals, beverages, and snacks, and transportation to court hearings, medical, dental, and other appointments in the community. 3
- Performance measures (targets and milestones) have been established for participants. 3
- Sample curriculum and materials provide evidence the planned activity and service delivery are based on effective practices. 3

- The work plan for the major service activities clearly articulates the overall service flow from program entry to program completion with tasks that are logical and includes clarity in work assignments and responsibilities and realistic timelines and schedules, as applicable 4
- The program design includes plans to assess the impact of the services and the process for modifying the program design based on the assessment. 5
- The staffing ratio, youth safety and supervision, and reporting of significant incidents are identified. 2

5. Financial (10 Points)

- Cost proposal and required support documentation and justification included. 1
- Personnel costs are reasonable and comparable to similar positions in the community. 2
- Non-personnel costs are reasonable and adequately justified. 1
- Proposed budget fully supports the service activity and requirements of the RFP. 3
- Adequacy of accounting system (evidence of valid tax clearance, recent audit, and cost allocation plan). 1
- Positions and personnel responsible for fiscal operations and reporting identified and qualified. 1
- Staff responsible for maintaining accounting records and filing required expenditure reports identified. 1

B. Phase 3 - Recommendation for Award

Each notice of award shall contain a statement of findings and decision for the award or non-award of the contract to each applicant.

Section 5

Attachments

- A. Proposal Application Checklist
- B. Sample Table of Contents
- C. Performance Plan, OYS Form 4-1
- D. A Crash Course on the Outcomes Framework

Proposal Application Checklist

Applicant: _____ RFP No.: _____

The applicant's proposal must contain the following components in the order shown below. Return this checklist to the purchasing agency as part of the Proposal Application. SPOH forms are on the SPO website.

| Item | Reference in RFP | Format/Instructions Provided | Required by Purchasing Agency | Applicant to place "X" for items included in Proposal |
|---|------------------|---|-------------------------------|---|
| General: | | | | |
| Proposal Application Identification Form (SPOH-200) | Section 1, RFP | SPO Website* | X | |
| Proposal Application Checklist | Section 1, RFP | Attachment A | X | |
| Table of Contents | Section 5, RFP | Section 5, RFP | X | |
| Proposal Application (SPOH-200A) | Section 3, RFP | SPO Website* | X | |
| Provider Compliance | Section 1, RFP | SPO Website* | X | |
| Cost Proposal (Budget) | | | X | |
| SPO-H-205 | Section 3, RFP | SPO Website* | X | |
| SPO-H-205A | Section 3, RFP | SPO Website* Special Instructions are in Section 5 | X | |
| SPO-H-205B | Section 3, RFP, | SPO Website* Special Instructions are in Section 5 | X | |
| SPO-H-206A | Section 3, RFP | SPO Website* | X | |
| SPO-H-206B | Section 3, RFP | SPO Website* | X | |
| SPO-H-206C | Section 3, RFP | SPO Website* | X | |
| SPO-H-206D | Section 3, RFP | SPO Website* | X | |
| SPO-H-206E | Section 3, RFP | SPO Website* | X | |
| SPO-H-206F | Section 3, RFP | SPO Website* | X | |
| SPO-H-206G | Section 3, RFP | SPO Website* | X | |
| SPO-H-206H | Section 3, RFP | SPO Website* | X | |
| SPO-H-206I | Section 3, RFP | SPO Website* | X | |
| SPO-H-206J | Section 3, RFP | SPO Website* | X | |
| Certifications: | | | | |
| Federal Certifications | | Section 5, RFP | | |
| Debarment & Suspension | | Section 5, RFP | | |
| Drug Free Workplace | | Section 5, RFP | | |
| Lobbying | | Section 5, RFP | | |
| Program Fraud Civil Remedies Act | | Section 5, RFP | | |
| Environmental Tobacco Smoke | | Section 5, RFP | | |
| Program Specific Requirements: | | | | |
| | | | | |
| | | | | |

*Refer to Section 1.2, Website Reference for website address.

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| 7.0 | Attachments | |
| | A. Cost Proposal | |
| | SPO-H-205 Proposal Budget | |
| | SPO-H-206A Budget Justification - Personnel: Salaries & Wages | |
| | SPO-H-206B Budget Justification - Personnel: Payroll Taxes and Assessments, and Fringe Benefits | |
| | SPO-H-206C Budget Justification - Travel: Interisland | |
| | SPO-H-206E Budget Justification - Contractual Services – Administrative | |
| | B. Other Financial Related Materials | |
| | Financial Audit for fiscal year ended June 30, 1996 | |
| | C. Organization Chart | |
| | Program | |
| | Organization-wide | |
| | D. Performance and Output Measurement Tables | |
| | Table A | |
| | Table B | |
| | Table C | |
| | E. Program Specific Requirements | |

Organization: _____
RFP No: _____

Office of Youth Services
PERFORMANCE PLAN
 (Submit One Copy For Each Target Group)

Note: To X a ☐ , Double Click On It, Select "Checked" Option

| | | | | | | | |
|---|--|--|--|--------------------------------------|---|-------------------------------------|---|
| Outcomes Plan Number (Check One): <input type="checkbox"/> 1 Target Group <input type="checkbox"/> 2 Target Group | | Service Area for This Contract (Check One): <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <input type="checkbox"/> Attendant Care <input type="checkbox"/> Intensive Monitoring <input type="checkbox"/> HYCF Aftercare <input type="checkbox"/> Project-Based Cultural <input type="checkbox"/> Non-School Hours <input type="checkbox"/> Outreach & Advocacy <input type="checkbox"/> Youth Gang Prevention </div> <div style="width: 45%;"> <input type="checkbox"/> Life Skills Development <input type="checkbox"/> Residential Emergency Shelter <input type="checkbox"/> Residential Intensive <input type="checkbox"/> Residential Intensive/LP <input type="checkbox"/> Residential ILP <input type="checkbox"/> Truancy Prevention <input type="checkbox"/> Other </div> </div> | | Date Submitted ___/___/___ | Prepared By (Signature) _____ | Date Approved ___/___/___ | Approved By (Signature) _____ |
| Contract Number: DHS- []-[]-OYS-[] Agency: _____ | | | | | | | |
| Contract Start Date: ___/___/___ | | | | | | | |
| Contract End Date: ___/___/___ | | | | | | | |

Target Group Description

| Target Type Codes (Use to Code Targets on the Following Pages) | | Risk Level Targeted (Check One Level Only) | Regions Targeted (Check One or More) |
|---|--|--|---|
| Codes | Risk Factors RF1 Reduce Delinquency (Including All Status Offense) RF2 Reduce Arrests RF3 Reduce Disproportionate Minority Contact (DMC) RF4 Reduce Substance Use, Abuse RF5 Reduce Anger, Violence RF6 Reduce Gang Activity RF7 Reduce Risk for Pregnancy RF8 Reduce Alienation Protective Factors PF1 Increase Accountability and Independent Living Skills PF2 Improve Family Relationships PF3 Increase Connectedness with Community PF4 Increase Cultural Awareness, Appreciation PF5 Improve Self-Image, Self-Esteem PF6 Increase Pro-social Behavior and Social Competency PF7 Increase Health, Physical Competencies PF8 Increase Educational Competency (Improve GPA, Attendance) PF9 Increase Vocational Competency (Career Exploration, Job Training) PF10 Increase Family, Community Support of Youth's Program | Risk Level I <input type="checkbox"/> At-risk for violence, substance abuse, and/or criminal activity due to geographic, ethnic, or socioeconomic factors. Risk Level II <input type="checkbox"/> Any One of the Following: • Status offender: Chronically truant, runaway. • Involved in gangs, violence, or substance abuse. • Experiencing serious family problems. • Abused and/or neglected. Risk Level III <input type="checkbox"/> Any One of the Following: • Any characteristic of Level II, but also has immediate need for food, shelter, clothing, and/or medical treatment. • Involved in felony activity. • Court adjudicated. • At-risk for out-of-home placement. • At-risk for secure confinement. | <input type="checkbox"/> Statewide (All Islands) <input type="checkbox"/> Oahu (All) <input type="checkbox"/> Oahu: Central <input type="checkbox"/> Oahu: Honolulu <input type="checkbox"/> Oahu: Leeward <input type="checkbox"/> Oahu: Windward <input type="checkbox"/> Hawaii (All) <input type="checkbox"/> Hawaii: East <input type="checkbox"/> Hawaii: West <input type="checkbox"/> Kauai (All) <input type="checkbox"/> Maui (All) <input type="checkbox"/> Maui: Lanai <input type="checkbox"/> Maui: Molokai |
| MAJOR LIFE DOMAINS TARGETED D1 Individual D2 Peer D3 Family D4 Community | Risk Level IV <input type="checkbox"/> Chronic serious offender requiring secure confinement for safety of public and/or of self. | | |

Performance Plan

Instructions:

1. Referencing the Scope of Services, fill in performance target information, including sources of verification (i.e., "Youth Self-Reports", "Grades.")
2. Fill in projections (P) for number of youth expected to achieve each milestone in each quarter. **SUBMIT THIS PLAN TO OYS within thirty days of contract execution.**
3. Each quarter fill in actual (A) number of youth achieving each milestone. **DO NOT SUBMIT TO OYS, BUT KEEP ON FILE.**

| P T | Performance Target (& Milestones to Performance Target) | 1st | | | 2nd | | 3rd | | 4th | | One Year | |
|--------|---|---|---|---|-----|---|-----|---|-----|---|-----------|------------|
| | | Under this Contract Previous Budget Period | P | A | P | A | P | A | P | A | Year Goal | YTD Actual |
| 1 | Performance Target (Arial Narrow, 8 Point Type) from Scope of Services: | | | | | | | | | | | |
| | PT Type (See Target Type Codes): | | | | | | | | | | | |
| | Milestones | | | | | | | | | | | |
| | Sources of Verification | | | | | | | | | | | |
| a. | Milestone (Registration): | | | | | | | | | | | |
| b. | Milestone: | | | | | | | | | | | |
| c. | Milestone: | | | | | | | | | | | |
| g | Milestone: | | | | | | | | | | | |
| h. | Milestone (Last Milestone Is Achieving the Performance Target): | | | | | | | | | | | |

*Release = No Shows, Released for Misconducts, Dropouts, Transferees/Referrals. Do Not Release Youths Who Complete the Program.
 #Carryovers = Numbers of Youth Carried Over from the Previous OYS Budget Period ***Under this Contract.***

Performance Plan

Instructions:

- 1 Referencing the Scope of Services, fill in performance target information, including sources of verification (i.e., "Youth Self-Reports", "Grades.")
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| P T | Performance Target (& Milestones to Performance Target) | | 1st | | | 2nd | | 3rd | | 4th | | One Year | |
|--------|---|-------------------------|---|---|---|-----|---|-----|---|-----|---|-----------|------------|
| | | | #Carryovers from Previous Budget Period Under this Contract | P | A | P | A | P | A | P | A | Year Goal | YTD Actual |
| 2 | Performance Target (Arial Narrow, 8 Point Type) from Scope of Services: | | | | | | | | | | | | |
| | PT Type (See Target Type Codes): | | | | | | | | | | | | |
| | Milestones | Sources of Verification | | | | | | | | | | | |
| a. | Milestone (Registration): | | | | | | | | | | | | |
| b. | Milestone: | | | | | | | | | | | | |
| c. | Milestone: | | | | | | | | | | | | |
| g | Milestone: | | | | | | | | | | | | |
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Performance Plan

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|--------|---|--|---|---|-----|---|-----|---|-----|---|----------|-----------|
| | | | #Carryovers from Previous Budget Period Under this Contract | P | A | P | A | P | A | P | A | Year Goal |
| 3 | Performance Target (Arial Narrow, 8 Point Type) from Scope of Services: | | | | | | | | | | | |
| | PT Type (See Target Type Codes): | | | | | | | | | | | |
| | Milestones | | | | | | | | | | | |
| | Sources of Verification | | | | | | | | | | | |
| a. | Milestone (Registration): | | | | | | | | | | | |
| b. | Milestone: | | | | | | | | | | | |
| c. | Milestone: | | | | | | | | | | | |
| g | Milestone: | | | | | | | | | | | |
| h. | Milestone (Last Milestone Is Achieving the Performance Target): | | | | | | | | | | | |

*Release = No Shows, Released for Misconducts, Dropouts, Transferees/Referrals. Do Not Release Youths Who Complete the Program.
 #Carryovers = Numbers of Youth Carried Over from the Previous OYS Budget Period **Under this Contract.**

A CRASH COURSE ON THE OUTCOMES FRAMEWORK:

**The Basics on
Outcomes, Performance Targets and Milestones**

**DEVELOPED FOR THE
OFFICE OF YOUTH SERVICES**



HAWAII COMMUNITY SERVICES COUNCIL

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Authors



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Director, *I SEEK* Program

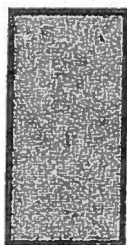
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Michael Casey, Former HCSC Staff Member
Mae Mendelson, Former HCSC Staff Member
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Office of Youth Services
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Office of Youth Services

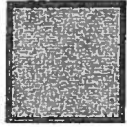


The Office of Youth Services Commitment to Results Accountability and the Outcomes Framework

The Office of Youth Services (OYS) continues to support the outcomes framework to guide programmatic efforts to provide effective programs and services for youth; verify that public resources are expended in an effective and accountable manner; procure services that truly impact our youth in a significant and sustained way; and verify that contracted agencies achieve the intended program “outcomes.”

It is vital that youth service agencies understand and commit to the application of the outcomes framework (outcomes, performance targets and milestones) in providing services contracted by the OYS. Performance results will continue to be viewed and outlined based on the outcomes framework and provide the foundation on which statewide services supported by the OYS are developed, implemented, maintained, and evaluated.





Definitions of Key Terms

Clarity about key terms is essential to effectively using the outcomes framework. Many of these terms are used in our workplaces and by other funders. Unfortunately, there is little consistency in the use of the terminology between different arenas. Therefore, it is essential that you be aware of the potential for variation and be prepared to translate your work accordingly.

The key terms below are defined in accordance with their application by the Office of Youth Services. To aid in your ability to translate the definition appropriately for your workplace or other funders, we have included alternative terms that are often used to describe the same concept. Please be aware that the alternative list of terms may be not be comprehensive.

1 Program Outcome

- Expresses the agency's ideal state: *"All children and youth will lead drug-free lives."*
- Often represents a portion of the agency's over-arching purpose or mission.

Alternative Terms:

- Program Mission
- Program Goal
- Community-Level Outcome



2 Performance Target

- The anticipated amount of *change in the program participants* that occurs as a *consequence of the service provided* by the agency.
- The performance target will address changes in the program participants in one or more of the following areas:

- ✓ Skills & knowledge
- ✓ Behavior
- ✓ Attitude
- ✓ Environment



Example:

80 of the 100 youth participating in the Individualized Counseling Program will remain drug free and will not have any law violations for 3 months after completing the program.

- The performance target has been established in the Request for Proposal drafted by the Office of Youth Services.
- The performance target *does not reflect the actions or behaviors of the agency's staff members in the delivery of program services.*

Alternative Terms:

- Results
- Outcomes
- Impact
- Product
- Success
- Goal

3 Milestones

- *Intermediate actions made by program participants* that indicate they are *on the path to successfully achieving the performance target*.

Example:

If the *performance target* for a high-risk teen is to graduate high school, ***milestones*** on the path to graduating might be:



1. ***attend school***
 2. ***do homework and class work***
 3. ***do homework and class work successfully***
 4. ***improve grades***
 5. ***pass all tests***
- The milestones ***do not reflect the actions or behaviors of the agency's staff members in the delivery of program services (see Program Activities)***.
 - Milestones ***begin at the provider agency's first point of contact*** with program participants and ***typically conclude after a follow-up period*** is completed after the conclusion of direct services. This may vary by program.
 - ***Agencies choose which milestones to track and report***, in agreement with their monitoring bodies or funder, such as the Office of Youth Services, ***that most effectively communicate the success of program participants in achieving the performance target***.
 - Agencies need to ***think strategically*** about which milestones most effectively communicate their success with program participants, and at the same time can be efficiently documented on an ongoing basis. Typically, agencies should not attempt to collect data on all the milestones that occur, as this would be too time consuming and costly.

Alternative Terms:

- Mini-outcomes
- Program data on participants' changes
- Objectives

4 Milestone Funnel

- A *method for tracking and reporting participants' achievement of milestones*. This method is used as a means of ensuring accountability. It is used primarily by government funders that have a responsibility for monitoring the effective use of taxpayer dollars invested for the community good.
- The milestone funnel *presumes a linear program structure* where program participants enter the program services and engage in a series of progressively improving changes that ultimately lead to the achievement of the overall performance target. The milestone funnel *may be modified to accommodate non-linear program services*.
- The “funnel” concept represents a belief that many participants will make progress towards the overall performance target, achieving some, but not all of the milestones. Consequently, the reported numbers show the largest amount of participants at the point of entry and decreases over the number of milestones, thus creating the “funnel effect.”
- Over time, the *analyzed data of the milestone funnel should lead to insights about how to improve program services to enable more participants to increase their successes* and move further along on their milestones.

Alternative Terms:

- Reporting form
- Program Flow
- Service Flow



5 Indicators

- The *means of verification, through direct or indirect measures, of the successful achievement* of the milestones and/or performance target.
- Regularly *observable* events or behaviors that suggest program participants are making the desired changes leading to the performance target, or that the performance target has been achieved.

Examples:

- ✓ *self-report*
- ✓ *report from spouse and friends*
- ✓ *staff member observation*
- ✓ *home visit report*
- ✓ *disinterested third-party documentation, such as attendance record, grades, employer confirmation, pay stubs, etc.*
- ✓ *pre-post test*
- ✓ *6 month follow-up phone interview form*



Alternative Terms:

- Measures of success

6 Program Activities

- The *work performed by program staff*. The services program staff provide that are intended to help program participants create change in their lives.

Examples:

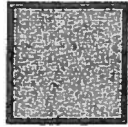
- ✓ *Outreach*
- ✓ *Intake*
- ✓ *Leadership development workshop*
- ✓ *Individualized counseling*
- ✓ *After school tutoring*



- Health and human service programs, whether nonprofit or public, believe that the provision of quality activities by competent staff members enable program participants to create valuable changes in their lives. Therefore, *program activities are essential to the achievement of the participants' milestones and performance target*.
- Program activities *do not reflect changes in skills & knowledge, behavior, attitude or environment that occur for program participants*.
- The program activities employed by an agency are *a reflection of the theory of change it holds for its participants*, based on its underlying philosophy, assumptions and values.

Alternative Terms:

- Outputs (the activity and volume at which it occurs)
- Methodology
- Program service delivery
- Process
- Program activities



Establishing a Performance Target

Now that we have a firm handle on the key terms involved in the outcomes framework, we turn our attention to the process of developing a performance target. *A well articulated performance target has the following elements clearly identified:*

- **WHO** is being served in the program (the target population)
- **WHAT** change is expected for the program participants (in skills & knowledge, behavior, attitude and/or environment)
- **HOW MUCH** change is expected for the program participants
- **BY WHEN** the change is expected for occur for the program participants
- **AS INDICATED BY** regularly observable and verifiable signs that desired changes have occurred

Succinctly put, a performance target **answers the question, “What is success?”**

Sample Performance Target:

• **WHO**

For the program year 2004-05,

of the 50 participants currently employed in sheltered workshops,

• **WHAT and HOW MUCH**

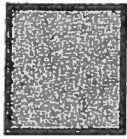
30 will hold full-time jobs at minimum wage or better in a competitive setting

• **BY WHEN**

for at least six months,

• **AS INDICATED BY**

as indicated by employer pay stubs placed in the participants' charts.



Identifying Milestones

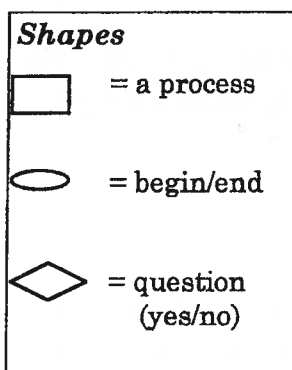
Identifying milestones leading to the achievement of the performance target is essential to the outcomes framework. It requires an understanding of both program activities and the changes occurring for the program participants. We need to understand when the cumulative efforts of program activities can be expected to result in observable change among program participants.

If we try to generate milestones by brainstorming a list of observable changes among program participants, it is likely the list will be incomplete, in random order and include many program activities. There is a tool called *process mapping*, or flow charting, that is very helpful in identifying, in detail and in order of occurrence, both program activities and the milestones leading to the achievement of the performance target.

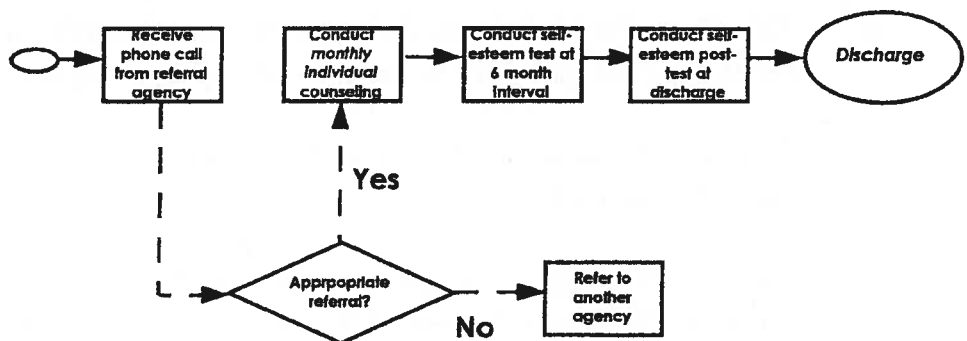
Process maps can be very general, using a few broad steps to indicate major process areas. Or they can be very detailed, breaking out each single step in the process. Although the latter option can be a bit tedious in the development, this detailed view of program service delivery, outlining both staff and participant actions, is extremely useful in developing a common understanding of the program and aids in the design of the milestone funnel.

Although many examples of process maps are drawn in a linear fashion, they (are) do not need to be limited in that manner. In fact, process maps are very useful in showing how some services loop back to other services, or how many pathways lead to a common change or activity later on. ✓

Sample Process Map



Example: A *process map* for a health and social service program.



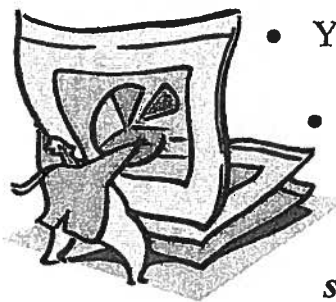
Tips for Process Mapping

1. Suggested materials:
 - Large sheet of paper
 - 3 x 5 in. post-its or colored markers
 - A general or detailed understanding of the program services
2. **Optional:** Utilize three shapes to help indicate the type of activity occurring. An oval indicates the beginning and the end of a series of process steps. A square indicates a step in the process. A diamond indicates a yes/no question, for example, "Is the participant eligible for services?" Arrows are used to connect the shapes and show the direction of action. If this feels too complicated, just use the squares and arrows. Using post-its allows flexibility in adding items or changing the order.
3. Come to the process map from the perspective of a program participant.
4. Begin with how the program participant enters into the program services. (self-referred, referred by others, make a phone call, receive a flyer, etc.). Make sure you list all the avenues by which participants may enter the program.
5. Once participants have entered the program, map the actions that occur. Try saying, "First we (staff) do this. Then what happens? Do participants do something in response? Is there another staff action that must occur next?" Keep in mind that staff actions will be more numerous than program participant actions, but you want to capture both.
6. **NOTE: Program participant actions represent milestones on the participant's pathway to successfully achieving the performance target.**
7. Map all the variations that occur following any yes/no questions. "If this happens, then what?"
8. Map all the ways in which program participants depart the program. This includes the ideal scenario of successful completion of the performance target and intermediate junctures when participants leave without completing the entire program.



Using the Process Map to Create Your Milestone Funnel

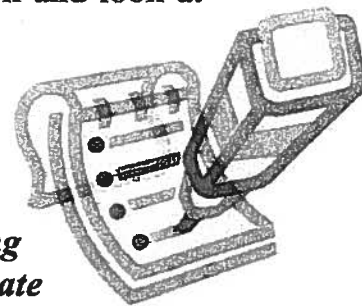
- Use the process map to *identify program participant milestones*. Write them down, in order, on the milestone funnel (see Milestone Worksheet on next page).
- You may have more milestones than you want or can afford to track properly for monitoring purposes. *Select the most critical milestones that can be verified and that clearly relate to the achievement of the performance target.*
- You should *seek agreement* with your funder that the milestones you have outlined to achieve the desired performance target will satisfy their reporting requirements.



- Your next step is to *implement data collection*.
- All this process mapping, milestone funneling and data collection is a lot of work if you use it for reporting purposes only. *Analyze the data and look for information that will help you improve your program services* and increase the number of program participants who achieve the desired performance target.

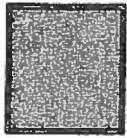
Great Ways to Use the Process Map

- Once you have completed drafting the process map, sit back and look at the completed picture. Write down your *observations for improvements*. Once the map is outside of our heads we often see *great opportunities for streamlining or improving the process*.
- Ensuring all *staff members share a common understanding of the work* they are engaged in and *have appropriate expectations for program participants*.
- *Training and orientation* for new staff.
- *Educating board members*, particularly those on the Program Committee.



Participant Steps: MILESTONES Worksheet

| Program Actions: What PROGRAM STAFF Do | Expected Participant Actions: What PARTICIPANTS Do As a Result | Anticipated Results: Number or Percent Expected to Achieve | Verification: How You Know Participants Achieved |
|--|---|---|---|
| 1. | 1. | 1. | 1. |
| 2. | 2. | 2. | 2. |
| 3. | 3. | 3. | 3. |
| 4. | 4. | 4. | 4. |
| 5. | 5. | 5. | 5. |
| 6. | 6. | 6. | 6. |
| 7. | 7. | 7. | 7. |
| 8. | 8. | 8. | 8. |
| 9. | 9. | 9. | 9. |
| 10. | 10. | 10. | 10. |
| Performance Target Statement: | | Anticipated Level of Achievement: | Verification of Performance Target: |



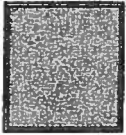
Critiquing a Milestone Funnel

Below is a suggested process for reviewing a milestone funnel and assessing whether or not it meets the quality required.

1. Read the performance target.
2. Read the milestones.
3. Do the milestones seem connected to the performance target?
4. Do the milestones appear to be in a logical order?
5. Are there any significant gaps in milestones? *(Keep in mind that you have been advised not to track everything, and to only track actions that can be verified.)*
6. Do the milestones represent changes in the participants *(not agency staff activity)*?
7. Do these milestones logically lead the achievement of the performance target?



8. Read the numbers.
9. Do they add up properly?
10. Do they funnel?
11. How has the carry forward of program participants from the proceeding year been handled?
12. How are you documenting the achievement of milestones and the performance target?
13. This is a reporting form of selected measures – do the milestones represent critical steps or are they trying to do too much?



Common Mistakes

1 Confusing Program Activities for Milestones

The most common mistake in identifying performance targets and milestones is the **misidentification of program activities or services as the change occurring for program participants**. While it is true that the program services assist participants in creating change in their lives, they represent the process by which agencies guide change, not the change itself.



Here is an easy test that will allow you to **distinguish performance targets and milestones from activities and outputs**. When considering the item, ask yourself whose behavior the item refers to. For example:

- If you find yourself saying, “**WE** do this activity,” you are *describing program activities and outputs* - the work staff performs.
- If you find yourself saying, “**THEY** do this activity” or “**THEY** take this action”, you are describing *milestones or performance targets* - the observable changes made by program participants.

Example:

Program Activities and Outputs for Youth Employment Training Program (Annual Figures)

- *We provide # of orientations*
- *We provide # of Positive Lifestyle workshops*
- *We provide # of leadership/team-building events*
- *We provide # of employment skills development workshops*
- *We provide # of follow-up assessments*

Performance Target for Youth Employment Training Program

Of 40 high school youths, 24 will have obtained one or more of the following within 1 semester of program participation:

- *They will perform 10 hours of job shadowing and/or volunteer opportunities*
- *They will do an internship*
- *They will have an interview with a prospective employer*
- *They will demonstrate job skills (such as commitment, career interest attitude, importance of appearance and presentation)*
- *They will gain employment*

2 Milestone Funnels that Don't Funnel

Milestone funnels that don't funnel are an extremely common occurrence. Check your process map to see if you have dis-ordered the steps that lead to next logical step in the change process for the majority of program participants.

Remember, the milestone funnel presumes a linear program structure. If your program services are not linear, then it is likely that your milestone funnel isn't funneling clearly. If you have a non-linear process map and have difficulty translating it into the milestone funnel, don't despair. You have several alternatives.

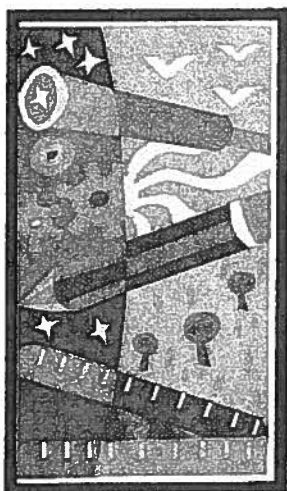
- a. Keep in mind that your job is to **fairly represent the real changes** program participants are making through your services. ***Do not attempt to represent your entire program service capabilities through the milestone funnel.*** Odds are it won't work. Think of it as a snapshot.
- b. Talk to your funder. Seek advice.
- c. Ask for technical assistance.



About HAWAI'I COMMUNITY SERVICES COUNCIL

Our Mission

Hawai'i Community Services Council strengthens the community and builds for the future through cross-sector planning and technical assistance.



Our Vision

To be a bridge-builder, community connector, needs identifier, solution initiator and capacity-builder.

Our Purpose

For more than a century, HAWAI'I COMMUNITY SERVICES COUNCIL (HCSC) has worked to improve our community. Today, HCSC's focus is to lead systemic change and to help nonprofits to be more efficient and effective.

The Council convenes public and private stakeholders to develop shared visions and seek innovative, collaborative solutions that effectively manage community resources. We work to identify community needs and create plans to meet them. We are a listener, planner, researcher and facilitator. We help to connect funders and service providers.

How we can help you

If you have specific questions about the material in this manual, please call us at 529-0453.

HCSC delivers technical assistance and capacity-building training for nonprofits focused in 4 major areas:

- Strategic Planning
- Outcomes Design & Implementation
- Board Governance
- Nonprofit Leadership & Management

The Council also provides facilitation and consulting services related to strategic planning and evaluation.

For more information about how we can work with your nonprofit or community group, please call us at 529-0466 or visit our website at www.hcsc-hawaii.org.